



Social Services and Housing Committee Agenda

Thursday, July 6, 2017
Township of Huron-Kinloss Council Chambers
Ripley, Ontario

1. Declaration of Pecuniary Interest

2. Action Items

- A. Disaster Response Agreement - Canadian Red Cross Society (attached)
- B. Home Repair and Home Ownership Revolving Funds Reserve (attached)

3. Information Items

- A. Canada-Ontario Early Learnings and Child Care Agreement (attached)
- B. Housing and Homelessness Progress Report (attached)
- C. Investment in Affordable Housing - New Rental (attached)
- D. Ontario Works Service Plan 2017 - 2018 (attachment)
- E. Strategic Community Initiatives Grant Recipients 2017 (attached)

4. Next Meeting

August 3, 2017

5. Adjournment



Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Disaster Response Agreement - Canadian Red Cross Society

Recommendation:

That a by-law be introduced authorizing the execution of the Disaster Response Agreement with the Canadian Red Cross Society.

Background:

In October 2014, the County of Bruce entered into a three-year agreement for Red Cross to provide evacuation centre services. The three-year agreement reaches its completion on August 31, 2017. Staff have reviewed the former agreement and in negotiation with staff of Red Cross are recommending we enter into a new three-year revised agreement as attached, for the period of September 1, 2017 to December 31, 2020. The revised agreement mirrors the intent of the previous agreement; it does include some "house-keeping" of language. To summarize the function of the agreement, the Red Cross will be responsible to provide evacuation centre duties; that include:

- Shelter and/or Reception Centre Management Services
- Family Reunification Services
- Reception and Information Services
- Emergency Lodging Services
- Emergency Food Services
- Personal Services
- Emergency Clothing
- Volunteer Management
- Shelter surveys

Financial/Staffing/Legal/IT Considerations:

The annual cost of the agreement is \$10,000 and is included in the approved 2017 budget under the Emergency Planning program. The agreement has standard language with regard to confidentiality, indemnification and termination. There are no staffing or IT considerations associated with the report.



Interdepartmental Consultation:

Departmental Staff consulted with staff responsible for Emergency Planning, including the Acting CEMC.

Link to Strategic Goals and Elements:

Goal #5. Eliminate our own red tape

Goal #6. Explore alternate options to improve efficiency and service

Element E - Focus on the internal and external customer/client needs first

Element D - Coordinate working with other agencies

Written by: Nancy Reinhart, Income and Employment Support Manager

Approved by:

Kelley Coulter

Chief Administrative Officer

Disaster Response Agreement

AGREEMENT FOR DISASTER RELIEF SERVICES

(The “Agreement”)

Dated this first day of September, 2017

For the term of three (3) years: September 1, 2017 to December 31, 2020

BETWEEN:

THE CORPORATION OF THE COUNTY OF BRUCE, a municipal corporation pursuant to the Ontario Municipal Act having its main office at 30 Park Street (PO Box 399), Walkerton ON, N0G 2V0.

(Hereinafter referred to as the “**Entity**”)

OF THE FIRST PART;

-And-

THE CANADIAN RED CROSS SOCIETY, a not-for-profit corporation and registered Charity incorporated under the laws of Canada having its National Office registered 170 Metcalfe St, Ottawa Ontario K2P 2P2;

(Hereinafter referred to as the “**CRCS**”)

OF THE SECOND PART.

WHEREAS the Entity is responsible for safeguarding and protecting the health, safety and security of its citizens and for basic financial assistance for the purpose of providing basic needs, shelter and disaster relief to its citizens in accordance with provincial legislation;

AND WHEREAS the Entity wishes to put into place procedures and practices to address disasters within the Entity;

AND WHEREAS the CRCS is recognized officially as an auxiliary to the public authorities in providing protection and assistance to Incident Affected People, and has the resources and mandate to assist in the provision of disaster relief;

AND WHEREAS the Entity wishes to enter into an agreement with the CRCS for the provision of disaster relief services in accordance with this Agreement and Schedule “A” (the “**Services**”);

NOW THEREFORE, IN CONSIDERATION of the premises and of the mutual covenants herein, the Entity and the CRCS (the “**Parties**”) or individually (the “**Party**”) hereto covenant and agree as follows:

1. **Definitions.**

1.1 For the purposes of this Agreement, the following terms and phrases shall have the following meanings:

- a) **“Approved”** means acceptable to the authority having jurisdiction
- b) **“Authorized Representatives”** means an individual who has the legal authorization to act on behalf of the Party.
- c) **“Business Day”** shall mean a day on which the Entity’s and the CRCS’ offices are open for operations and excludes Saturday, Sunday and any other day which is a statutory or legal holiday in Canada.
- d) **“Calendar Days”** shall mean all days in a month, including weekends and holidays.
- e) **“Incident”** means an urgent and critical situation, or an impending situation, of a temporary nature caused by an accident, an intentional act, the forces of nature or otherwise that constitutes a danger to the life, health, safety or property of the citizens of the Entity and includes:
 - (i) **“Major Incident”** means an event caused by a natural phenomenon, a technological failure or an accident, whether or not resulting from human intervention, that causes serious harm to more than 25 people or substantial damage to more than 10 dwelling units and requires unusual action on the part of the affected community, or a Response to a Minor Incident that has exceeded 72 hours;
 - (ii) **“Minor Incident”** means an exceptional event of a similar nature to a Major Incident, but which only affects the safety of a maximum of 25 people or 10 dwelling units whichever is greater, with a Response duration of no more than 72 hours;
- f) **“Disaster Management”** means ongoing efforts by the Entity to prevent, mitigate, prepare for, respond to, and recover from, an Incident.
- g) **“Duty Officer”** means a person designated by the CRCS as a point of contact for Notification of an Incident in accordance with Schedule “D” of this Agreement.
- h) **“Eligible Expenses”** means those expenses incurred in the provision of Services of a type for which the CRCS is entitled to be reimbursed by the Entity.
- i) **“Emergency Response”** or **“Incident Response”** or **“Response”** means those activities, tasks, programs, and systems designed to address the immediate and short-term effects of the Incident.
- j) **“Emergency Shelter”** means a centre identified by the Entity for the temporary lodging of affected persons of the Incident.
- k) **“Emergency Sites”** means any facility utilized to provide services to Incident-affected People, such as an Emergency Shelter and/ or Reception Centre.
- l) **“Force Majeure”** means a set of circumstances within the context of a response to an Incident that significantly hinder the ability of the CRCS to deliver services despite reasonable business efforts to fulfill the terms of the Agreement. These situations may include those where the CRCS is unable to access necessary

materials or resources to provide certain or all of the Services described in Schedule "A" of this Agreement.

- m) **"Geographic Area"** means the geographic area covered by the incorporated Entity of the County of Bruce.
- n) **"Incident-Affected People" or "Incident-Affected Person"** means any person who may be evacuated or required to evacuate from a location on an emergency basis as a preventive measure or as a result of an event that jeopardizes their physical integrity. Individuals required to comply with quarantine measures also qualify as Incident-Affected People.
- o) **"Notify", "Notified" or "Notification"** means a process of informing the CRCS of the existence and circumstances of an Incident as set out in Schedule "D" of this Agreement.
- p) **"Preparedness"** means those activities, tasks, programs and systems developed and implemented prior to an Incident that are used to support the prevention of, mitigation of, response to, and recovery from an Incident.
- q) **"Reception Centre"** means a centre identified by the Entity for the registration of affected persons during an Incident or identified as an information centre.
- r) **"Services" or "Disaster Services"** means forms of Incident-related assistance to Incident-Affected People as specified in Section 2.1 and pursuant to Schedule "A" of this Agreement.
- s) **"Specialized Needs"** means the outstanding needs of an Incident-Affected Person that will require connection and referrals to services not directly provided by the Red Cross. These may include, but are not limited to, health concerns, prescription medication needs, assistive devices, translation services, and pet/support animal services.
- t) **"Vulnerable Person"** means an individual who are unable to access Services or to make their own arrangements during an Incident due to existing barriers or barriers that may arise as a result of an Incident. Barriers may be based on communication, medical, independent living, supervision, and transportation needs.
- u) **"CRCS Personnel"** means staff and volunteers who are affiliated with the Canadian Red Cross Society

2. Services.

- 2.1 The Services to the Geographic Area as set out in Schedule "A", which shall include Preparedness Services, shall be provided by the CRCS for consideration of the fees as set out in Schedule "C" of this Agreement. The Entity will call on the services of the CRCS in the event of:

X Major Incident

- 2.2 The CRCS shall provide the Services set out in Schedule "A" upon receipt of the Entity's Notification of an Incident pursuant to Section 7 of this Agreement. However, nothing in this Agreement restricts the entitlement of the CRCS to provide additional services at its own expense, in the absence of Notification of an Incident by the Entity, and to raise funds independently for these additional services. In addition, the CRCS and the Entity may negotiate payment to the CRCS for additional services (outside the Services set out in Schedule "A") at the time of an Incident or at any time thereafter. The provision of additional

services by the CRCS for the Entity shall be mutually agreed by the parties in a separate written agreement.

3. Term.

3.1 The Parties agree that the right to request Services under this Agreement shall commence on September 1st, 2017 and expire on December 31, 2020 (the "**Term**"), unless terminated earlier in accordance with Section 21 (Termination). If the Parties wish to extend this Agreement, such extension shall be made in writing and agreed to by both Parties.

4. Contribution.

4.1 Preparedness Services - In order that the CRCS may discharge its responsibilities under this Agreement, the Entity agrees to make an annual contribution to the CRCS in the amount of \$ 10,000 CDN for each year that the Agreement is in effect. The annual contribution shall be paid within thirty (30) Calendar Days of the date on which the Agreement is signed and thereafter on the anniversary date of the date on which the Agreement comes into force, for the duration of the Agreement.

4.2 In addition to the annual contribution described above, the Entity shall reimburse the CRCS for expenses incurred in the provision of assistance as defined in Section 2.1 and in accordance with Schedule "A" Response Services section of this Agreement.

5. Designation of Service Locations

5.1 The Entity shall designate locations as potential facilities to be used by the CRCS in a provision of Services and shall provide the CRCS with a list of designated facilities.

6. Licenses.

6.1 The Entity shall ensure that the local municipal authorities where the Incident occurs promptly obtain any required licenses, approvals or permits required to operate the location(s) where Services are provided.

7. Notification of an Incident.

7.1 In the event of an Incident or impending Incident where CRCS assistance is sought, or is reasonably expected to be sought within a short period, the Entity shall immediately contact the CRCS for the provision of the Services in accordance with Schedule "D": Notification Protocol.

8. CRCS Personnel.

8.1 When carrying out Services under this Agreement, the CRCS shall provide the necessary personnel for the delivery of the Services, with the understanding that the workforce is comprised principally of volunteers, and the recognition that availability may be reduced in exceptional circumstances despite the reasonable efforts of the CRCS. After the Notification, the Entity shall remain responsible for providing the required staff to operate the Emergency Site(s) and for providing the Services until the CRCS takes over operation of the Services as set out in Schedule "A". If the CRCS is no longer providing the Services, the responsibility for the Emergency Site(s) and the provision of the required Services designated under law shall revert back to the Entity.

8.2 The CRCS shall ensure that all of its personnel and equipment at a site where Services are being provided are clearly identified with the CRCS Logo.

9. Records Management.

9.1 The CRCS shall establish, maintain, and retain records of all Incident-Affected People who are registered during a Major Incident. The records shall include the following information, as it is provided:

- a) names of all family members;
- b) primary residence address;
- c) forwarding address and contact phone number for Persons Affected by the Incident when they leave Emergency sites; and
- d) specialized needs relevant to the provision of Services.

Upon the conclusion of the Services, the CRCS shall deliver a record of all Incident-Affected People served to the Entity with the exception of the files of Incident-Affected People who have requested their personal information not be shared with the Entity pursuant to Section 11.4 of this Agreement.

9.2 The CRCS warrants that it will not infringe upon or violate any intellectual property rights, including, but not limited to, any patent, copyright, trade secret or any other right of any third party, and will not be libelous or slanderous or otherwise unlawful.

9.3 The CRCS agrees that copyright in and all information and material of any kind whatsoever acquired or prepared by the Entity for the CRCS pursuant to this Agreement, shall, both during and following the term of the Agreement, be the sole property of the Entity. CRCS will own exclusively all property or materials which the CRCS produces in performance of the Services, and all copyright and other industrial and intellectual property rights in such property and materials. For greater clarity, CRCS retains the copyright and exclusive right of use for its own service provision methods, document templates, disaster management training techniques, and all materials related to these functions.

10. Supply Management.

10.1 The CRCS shall be responsible to stock and maintain supplies as required to fulfill obligations as required to provide Services pursuant to this Agreement.

11. Information about an Identifiable Individual.

11.1 The CRCS and the Entity shall act in accordance with all applicable privacy laws. To the extent the Parties have differing obligations under applicable privacy legislation; the Parties shall take reasonable steps to facilitate the other Party's compliance with applicable law.

11.2 The CRCS will treat as confidential and will not, without the prior permission of the Entity, publish release or disclose, or permit to be published, released or disclosed, either before or after the expiration, information supplied to, obtained by, or which comes to the knowledge of the CRCS as a result of the Agreement except insofar as such publication, release or disclosure is necessary to enable the CRCS to fulfill its obligations under the Agreement.

11.3 Restricted Files - The CRCS will permit an Incident-Affected Person to have their client file marked as a "restricted file". The CRCS will treat as confidential and will not, without the prior permission of the Entity, publish, release or disclose, or permit to be published, released or disclosed, either before or after the expiration or Termination of this Agreement, information supplied to, obtained by, or which comes to the knowledge of the CRCS as a result of the Agreement except insofar as such publication, release or disclosure is necessary to enable the CRCS to fulfill its obligations under the Agreement.

- 11.4 Non-Disclosed Files - Upon request by an Incident-Affected Person, the CRCS shall avoid disclosure of the personal information of a specified Incident-Affected Person and or members of his or her household to the Entity. In such a case, the CRCS will inform the Entity of Services provided only in anonymized or aggregated form. The Entity may request further non-identifying information as needed in order to facilitate for reimbursement in accordance with Schedule "C" of this Agreement.
- 11.5 Notwithstanding paragraph 11.3, the Entity acknowledges that the information which is entered on CRCS client files is given to the CRCS in confidence, and shall be available or shared with the Entity for the purposes of Incident response only. The Entity further acknowledges that certain registrants may request that the information they provide the CRCS be restricted in its distribution for personal reasons. Upon being advised by the CRCS, this higher level of confidentiality must also be respected by the Entity.
- 11.6 The CRCS shall give Incident-Affected People verbal or written notification when information about an identifiable individual is collected and/or recorded during a response to an Incident. The notice will inform the individual about the reason for collecting the information; how the information will be used; and who will have access to it.

12. Confidentiality.

- 12.1 Confidentiality and Security of Material and Information - The CRCS agrees to ensure that the CRCS, its partners, directors, officers, employees, agents, sub-contractors and volunteers shall, both during or following the term of this Agreement, maintain the confidentiality and security of all material and information which is the property of the Entity and CRCS agrees that the CRCS, its partners, directors, employees, agents, sub-contractors and volunteers shall not directly or indirectly disclose or use, either during or following the term of this Agreement, except where required by law, any material or information belonging to the Entity pursuant to this Agreement, without first obtaining the written consent of the Entity for such disclosure or use.
- 12.2 Confidential Information. "Confidential Information" means any information or material that relates to each party's business and affairs including CRCS donor lists and any information relating to the suspension or termination of this Agreement, and that: (i) is clearly marked "confidential" or "proprietary" if provided in written or visual form, (ii) is preceded by a statement that such information is confidential or proprietary, if provided in oral form, or (iii) given the circumstances surrounding disclosure, should in good faith be treated as confidential or proprietary exclusions.
- 12.3 Confidential Information shall not include any information that: (i) is in the public domain at the time of its communication; (ii) is independently developed by each party (iii) entered the public domain through no fault of the receiving party subsequent to communication with the other party; (iv) is in possession of the receiving party free of any obligation of confidence at the time it was communicated to the receiving party; or (v) is communicated to the receiving party by a third party under no legal obligation to maintain the confidentiality of the information. Additionally, each party may disclose such Confidential Information to the extent required by legal process; provided that, prior to making any such disclosure, each party shall notify the other party of same and that each party shall have the right to participate with the other party in determining the amount and type of Confidential Information, if any, which must be disclosed in order to comply with any such legal process.

13. Privacy Policy.

- 13.1 The Parties acknowledge and agree that any personal information that is provided to a Party for the purpose of creating records or otherwise is provided to that Party in confidence and is protected by each Party's privacy policies and applicable privacy legislation with which each Party agrees to comply.

14. Alternative Accommodation.

14.1 In the event the CRCS provides lodging Services in an Incident, the CRCS shall have the option to, with the approval of the Entity, direct an Incident-Affected Person to alternative accommodation if, in the opinion of the CRCS, the Incident-Affected Person requires special care and is unable to be adequately housed in an Emergency Site.

15. Indemnification.

15.1 Each Party shall, during the Term and after the termination of this Agreement, indemnify and save harmless the other from any loss, damage, claim, cost, expense or liability whatsoever that the other may incur, suffer or be required to pay pursuant to any claim, demand, action, suit, litigation, charge, complaint, prosecution or other proceeding that may be made or asserted against or affect the party indemnified by reason of a wrongful or negligent act or omission on the part of the indemnifying Party, its employees, servants, agents, subcontractors or volunteers in the performance, or rendering of Services.

16. Insurance.

16.1 The Entity shall, at its sole cost and expense, take out and keep in force throughout the Term of this Agreement commercial general liability insurance covering all acts and omissions of its employees and volunteers in respect of loss by or injury to third parties, including CRCS staff and volunteers, arising from those acts or omissions in the course of this Agreement, both coverage's to a limit of at least Ten Million Dollars (\$10,000,000.00) per Incident, or such lesser amount as is approved by the Society. The policy will include CRCS as an Additional Insured and will contain a Cross Liability and Severability of interest clause. Certificates of insurance will be delivered promptly to the CRCS, on request, throughout the Term of this Agreement.

16.2 Each policy of insurance must be endorsed to provide thirty (30) days notice to CRCS in the event of cancellation by the insurer. Additionally the Entity must provide the CRCS with thirty (30) days written notice of its intention to cancel or not renew the policy.

16.3 The CRCS shall, at its sole cost and expense, take out and keep in force throughout the Term of this Agreement commercial general liability insurance covering all acts and omissions of its employee and volunteers in respect of loss by or injury to third parties, including Entity staff and volunteers, arising from those acts or omissions in the course of this Agreement, to a limit of at least Ten Million Dollars (\$10,000,000.00) per Incident, or such lesser amount as is approved by the Entity. The policy will include the Entity as an Additional Insured and will contain a Cross Liability and Severability of interest clause. Certificates of insurance will be delivered promptly to the Entity from time to time, on request, throughout the Term of this Agreement.

16.4 Each policy of insurance must be endorsed to provide thirty (30) days notice to the Entity in the event of cancellation by the insurer. Additionally the CRCS must provide the Entity with thirty (30) days written notice of its intention to cancel or not renew the policy.

17. Fundamental Principles.

17.1 The Parties shall carry out the terms of this Agreement in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement, as attached in Schedule "B".

18. Reporting.

18.1 The CRCS shall provide to the Entity the following reporting on Services provided to Incident-Affected People:

- a) An annual report on preparedness activities undertaken by the CRCS provided within 30 days of each annual anniversary date of the start of the Agreement's Term.
- b) A summary report on Services provided in connection with each Incident within a reasonable time after conclusion of provision of Services for that Incident but at a minimum within three (3) months after the conclusion of Service provision.

19. No Assumption of Partnership.

- 19.1 Nothing in this Agreement gives rise to a partnership or joint venture between the Entity and the CRCS or to an employment relationship between the Entity and the employees or volunteers of the CRCS in the provision of Services.

20. Amendment of Agreement.

- 20.1 None of the terms, conditions or provisions of this Agreement shall be held to have been changed, waived, varied, modified or altered by any act or statement of either Party, their respective agents, servants or employees unless done so in writing signed by both Parties.

21. Termination.

- 21.1 Either party may terminate the Agreement for any reason and at any time upon providing sixty (60) days written notice.

- 21.2 Notwithstanding any other provision in the Agreement, the Entity reserves the right to terminate the Agreement immediately upon written notice to the CRCS if:

21.2.1 the CRCS is adjudged bankrupt or makes a general assignment for the benefit of its creditors;

21.2.2 a receiver is appointed on account of the CRCS's insolvency.

- 21.3 Termination of Agreement - With Notice — This Agreement may be terminated by either Party by giving sixty (60) days' notice in writing to the other Party after an attempt has been made to engage the other Party in Dispute Resolution pursuant to Section 25 below. If this Agreement is so terminated, the Entity will have no further obligation to CRCS except to pay CRCS such fees and expenses as described in Section 4 (Contribution) and Schedule "C" of this Agreement. For clarification, termination of this Agreement shall not relieve either party of any ongoing obligation incurred in accordance with this Agreement prior to its termination.

- 21.4 Effect of Termination - Rights of the Entity — The Entity will not, by virtue of any of the above instances of termination, waive any rights or remedies it may have in the Agreement or otherwise at law. The Entity shall only be responsible for the payment for Services which are funded by the Entity and which have been completed up to and including the effective date of any such termination with the exception of annual Contribution costs up to and including the year of Termination, as described in Section 4 (Contribution) and Schedule "C" of this Agreement.

- 21.5 Termination - Duties of CRCS - Upon termination, the CRCS shall, at a minimum, in addition to other provisions in this Agreement, disclose to the Entity the current state of the Service at the date of termination and provide to the Entity a report of, and all information requested by the Entity pertaining to the Service.

22. Withdrawal of Services.

- 22.1 The CRCS may provide immediate notice at any time during an Incident advising that it shall withdraw or reduce its services in the event conditions are such that the CRCS is

unable to provide Services without compromising the health or safety of its employees and/or volunteers.

23. Legal Notice.

23.1 Any notice, instrument or document to be given, served or delivered must be in writing and sent to the other Party at the address indicated below, or to such other address as may be designated by notice provided by either Party to the other as indicated below:

For the CRCS:

Vice President, Ontario
5700 Cancross Court, Mississauga, L5R 3E9

For the Entity:

Christine MacDonald
Director of Social Services and Housing
30 Park Street, PO BOX 399, Walkerton ON N0G 2V0

Any notice, instrument or document to be given by either Party to the other shall, in the absence of proof to the contrary, be deemed conclusively to have been received by the addressee (i) if delivered personally on a Business Day, then on the day of delivery; (ii) if sent by prepaid registered post, then on the second day following the registration thereof; (iii) if sent by ordinary mail, then on the third business day following the date on which it was mailed; or (iv) if sent by facsimile, upon confirmation of successful transmission of the notice.

24. Force Majeure.

24.1 In the event of a Force Majeure, the Parties shall consult with one another on the appropriate action to be taken, which may include temporary suspension of certain provisions of this Agreement for the duration of the Force Majeure situation or termination of this Agreement. Suspension of any provision of this Agreement shall be reviewed on a periodic basis but at least once every three (3) months. If the force majeure condition continues for more than sixty (60) days, either Party may terminate this Agreement upon written notice to the other Party.

25. Dispute Resolution.

25.1 The Parties shall make every reasonable effort to settle any dispute that arises as a result of any claim or controversy evolving from this agreement by negotiation. Any dispute, disagreement or issue of any kind arising out of this Agreement, that cannot be resolved through negotiations within thirty (30) Calendar Days of a written request for negotiations delivered by either Party to the other Party's representative as designated in Section 23 (the "**Legal Notice**"), shall be resolved through mediation.

25.2 Such mediation shall be facilitated by a neutral third party that is to be determined by both Parties. In the case the Parties cannot determine a neutral third party, if the mediation is unsuccessful, or if the mediation is not concluded within sixty (60) Calendar Days of the date of notification, an arbitrator shall be appointed by the Canadian Chamber of Commerce.

25.3 The place of arbitration shall be Bruce County, Ontario. The arbitrator's decision shall be final and conclusive of the matter, and shall not be appealable or subject to judicial review.

26. Entire Agreement

26.1 This Agreement constitutes the entire agreement and understanding between the Parties with regard to the Services and no amendment, modification or waiver of any of the terms or conditions herein shall be valid unless in writing and signed by an authorized representative of CRCS and the Entity. For greater certainty, the Parties acknowledge that this Agreement does not affect any existing or future agreement that has been or may be put in place to deal with large scale emergencies which may occur within the Entity.

27. Applicable Law

27.1 This Agreement shall be interpreted in accordance with and governed by the laws in force in Bruce County, Ontario. Any proceedings relating to the subject matter of this Agreement shall be brought in the courts of Bruce County, Ontario.

28. Survival

28.1 Except as otherwise provided in this Agreement, Articles 11,12,15, 23, 25, 27, 33, 35, and 36 shall survive the termination of this Agreement

29. Counterparts.

29.1 This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument. The Parties to this Agreement may rely on a facsimile copy of this Agreement, when executed, as conclusive evidence of a valid and binding agreement between them.

30. Schedules.

This Agreement includes all of the Schedules annexed to it, the terms and conditions of which are expressly incorporated by reference herein and form a part of this Agreement. They are as follows:

- **Schedule “A”- Services**
- **Schedule “B”- Fundamental Principles**
- **Schedule “C”- Preparedness Contribution & Reimbursement of Response Services Expenses**
- **Schedule “D”– Notification Protocol**

31. Non-Waiver.

31.1 No waiver by any Party of any breach by the other Party of any of its covenants, obligations and agreements hereunder shall be a waiver of any subsequent breach of the same or any other covenant, obligation or agreement, nor shall any forbearance in seeking a remedy for any breach be a waiver of any rights and remedies with respect to such or any subsequent breach.

32. Contractual Commitments with Third Parties.

32.1 The CRCS shall have the right to subcontract with local suppliers as deemed necessary in the sole opinion of the CRCS to fulfill its obligations to provide Services to Incident -Affected People. The CRCS retains sole responsibility for the actions of any and all subcontractors it uses in the fulfillment of the terms of this Agreement.

32.2 Every subcontract entered into by the CRCS shall adopt all of the terms and conditions of this Agreement as far as applicable to the subcontractor's services.

33. Enurement and Assignment.

33.1 This Agreement shall be binding upon and ensure to the benefit of the Parties, their respective successors and permitted assigns. Neither Party may assign, subcontract or in any way transfer or delegate any of its rights or obligations hereunder except with the prior written consent of the other Party hereto. Any assignment carried out without such consent is null and void.

34. Headings.

34.1 All headings in this Agreement are inserted for convenience of reference only and are not to be considered in the construction or interpretation of any provisions of this Agreement.

35. Severability.

35.1 If any provision of this Agreement is, or becomes, illegal, invalid or unenforceable in any jurisdiction, the illegality, invalidity or unenforceability of that provision will not affect:

- A. the legality, validity or enforceability of the remaining provisions of this Agreement; or
- B. the legality, validity or enforceability of that provision in any other jurisdiction.

36. Use of the CRCS Logo.

36.1 The Entity may not use the CRCS Logo or name without the review and written approval of the CRCS prior to publication or use.

36.2 Use of the CRCS Logo and name after written approval may only be used in relation to the Services. The Entity is not permitted to use the CRCS Logo as a means of endorsement by the CRCS of the Entity or as a co-branding initiative.

36.3 **The Emblem.** The Red Cross Emblem consists of a red cross on a white background and is universally recognized as a symbol of protection and neutrality. Conversely the CRCS Logo is the Red Cross Emblem plus the phrase "Canadian Red Cross/ Croix Rouge canadienne" as set out in the CRCS Graphic Standards. Use of the Red Cross Emblem alone is strictly prohibited.

IN THE PRESENCE OF WITNESSES, the Authorized Representatives have signed this agreement on behalf of the Parties

THE CANADIAN RED CROSS SOCIETY

Tanya Elliot
Vice President, Ontario

Louise Geoffrion
Director of Disaster Management, Ontario

THE CORPORATION OF THE COUNTY OF BRUCE

Donna Van Wyck, Clerk

Mitch Twolan, Warden

SCHEDULE “A” – SERVICES

PREPAREDNESS SERVICES

Public Education

The CRCS will provide preparedness workshops to residents of the Entity, with the locations of those workshops to be determined jointly by CRCS and the Entity.

Joint Planning

The CRCS will provide planning support and collaboration associated with, but not limited to, acquisition and pre-positioning of supplies, shelter surveys, development of plans and procedures, operational structure and response as they relate to the provision of CRCS Services.

Exercises

The CRCS will participate in exercises with the Entity (as deemed appropriate by the Entity) and provide the Entity with the option to deploy staff to CRCS exercises.

Education and Training for Disaster Management Personnel

The CRCS will maintain a cadre of trained, exercised and ready-to-respond CRCS personnel, sufficient to fulfill the terms of this Agreement, and undertake continuing education including drills and training.

Maintenance of Pre-Positioned Stockpiles

The CRCS will maintain a stockpile of materials deemed necessary to provide immediate service in the event of a Major Incident. Stockpiled items may include vouchers, gift cards, hygiene kits, cots, blankets, water and/or other items as deemed necessary.

RESPONSE SERVICES

Shelter &/or Reception Centre Management Services

The CRCS will set up and operate the Standard Services of a Reception Centre, a safe and temporary facility where incident-affected persons are received and provide with a variety of emergency social services. The aforementioned Standard Services that will be provided by the CRCS are: clothing, lodging, food, family reunification services and inquiry, reception and information and personal services.

Family Reunification Services

The CRCS will contribute to the alleviation of the anxiety and fear of affected persons experience when family members are separated because of a Major Disaster.

This service involves collecting specific and accurate information from affected peoples (registration) and responding to requests for information about their family members' health and how to contact them.

Client Registration is also helpful in supporting the delivery of other types of assistance and direct aid services.

The CRCS may manage or organize the Registration and Inquiry service (through CRCS registration cards or by CRCS electronic registration software in three ways:

- In person, with CRCS personnel assisting the client(s) with completing the Registration cards.; or
- Self-service and through direct contact with CRCS personnel, providing the client(s) with access to a telephone, electronic mail or the CRCS registration database;

- Self-service and remotely, by telephone, electronic mail or CRCS registration database.

A Central Registration and Inquiry Bureau (CRIB) will be offered in Major Incidents as deemed necessary, upon mutual agreement with the Entity, which can be utilized to centralize registrations and inquires as well as to provide call-centre support.

Emergency Lodging Services

The CRCS will provide Incident-Affected Persons with a temporary, safe shelter, to preserve their dignity and support them during an evacuation.

The CRCS may deliver or organize this service in three ways:

- Commercial lodgings in a hotel or motel; or
- Cot set-up and assignment in a Reception Centre
- Placement in an Entity-approved shelter.

Reception and Information Services

The CRCS will receive Incident-Affected People at locations where they can receive services and/or to inform them about the available services offered by the CRCS or other organizations.

In a Major Incident this service may be organized in two ways:

- In a Reception Centre or any other location where services or information are available for Incident-Affected Persons; or
- By setting up an Evacuation Centre that provides reception and information as well as emergency lodging services for affected persons.

Emergency Food Services

The CRCS will provide emergency feeding services for Incident-Affected People.

The CRCS may deliver or organize this service in four ways:

- Activation of not-for-profit resources or other third party resources or corporate partnerships;
- By referring Incident-Affected People to commercial establishments such as restaurants and public cafeterias or by obtaining the assistance of a caterer;
- In a Major Incident, a cafeteria managed by the CRCS (in which case the CRCS will assign food handling responsibility to qualified professionals); or
- Administer food vouchering/pre-paid gift/debit cards.

The CRCS is careful to ensure to the best of its ability based on the circumstances that food meets the nutrition needs of at-risk groups, in particular infants, children, pregnant and breast-feeding women, the elderly, individuals who need special diets and emergency workers. Food should also respect the culture of the population affected and take into account the stress that some foods may cause.

Personal Services

The CRCS will provide for the initial reception of Incident-Affected People arriving at Reception Centres or other Entity-approved locations; inform them of immediate emergency help available; and offer emotional care and comfort.

The CRCS may also facilitate access to medical care or provide for personal needs such as renewing a prescription for essential medications, replacing or repairing eyeglasses, prosthetics, hearing aids or mobility assistance equipment, where no other financial resources are available.

Emergency Clothing

The CRCS will provide clothing to preserve affected peoples' dignity and ensure that they are dressed appropriately for the weather.

The CRCS delivers this service in one of two ways:

- Provide new clothing with the assistance of clothing suppliers; or
- Administer vouchering or pre-paid gift/debit cards for clothing.

Door to Door Wellness Checks

In liaison with the Entity, the CRCS will make contact with vulnerable persons and determine vulnerable populations affected by the Incident as per mutual agreement between the Parties after Notification. A wide-area assessment may be done in one of two ways:

- Outreach teams to perform door-to-door wellness checks and/or client needs assessments; and/or
- Phone-based wellness checks and outreach.

Volunteer Management

This Service provides the recruitment, orientation, training, and placement of unaffiliated volunteers to be utilized by the CRCS during a Major Incident as surge capacity personnel. This Service will be provided upon mutual agreement between the Parties only.

Coordination of Volunteer Sectors

Local volunteer organizations can participate in the provision of direct assistance to beneficiaries in accordance with their specific mission. Coordination of Volunteer Sectors aims to coordinate the local offers of services from different community groups to ensure collaboration, efficiency and best use of resources. Methods of Service delivery may include (as deemed appropriate by the CRCS):

1. Inventory of Resources: Establishing a list of local community groups and their specific service offers;
2. Coordination mechanism: Establishing coordination mechanisms such as meetings or conference call.

SCHEDULE “B” – FUNDAMENTAL PRINCIPLES

Humanity

The international Red Cross and Red Crescent Movement, borne of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary Service

It is a volunteer relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

SCHEDULE “C” – PREPAREDNESS CONTRIBUTION AND REIMBURSEMENT OF RESPONSE SERVICES EXPENSES

PREPAREDNESS SERVICES

In order that the CRCS may make the necessary arrangements to enable it to discharge its responsibilities under this Agreement, the Entity agrees to make an annual contribution to the CRCS for the length of the Agreement, as follows:

- 2018: 10,000
- 2019: 10,000
- 2020: 10,000

The annual contribution shall be paid within thirty (30) days following the date on which the Agreement is signed and thereafter on the anniversary date of the date on which the Agreement is signed, for the duration of the Agreement.

In order for the CRCS to be able to assist Incident-Affected People appropriately, it may organize a fundraising campaign if its resources are insufficient to meet the needs of Incident-Affected People. The fundraising campaign will be conducted and the funds raised will be used in accordance with the standards of the CRCS.

RESPONSE SERVICES

As the provision of Minor Incident assistance is managed directly by the CRCS as part of its own humanitarian mandate and on its own initiative, expenses incurred for the provision of assistance in the case of Minor Incidents shall be assumed by the CRCS.

This schedule identifies the costs to be covered by the Entity in the event of a Major Incident or a request for an extension of emergency aid in the event of a Minor Incident. These provisions also apply where the CRCS is placed on alert by the Entity.

All expense claims shall be supported by detailed invoices together with proof of payment. CRCS will provide detailed invoices within ninety (90) days from the day major response formally ends and CRCS is stood down by the Entity. Payment will be due within two months of receipt of an invoice.

Expenses Relating to Human Resources

These are expenses relating to travel expenses, living expenses, the cost of housing volunteers and permanent or contract employees and overtime worked by permanent employees, and the remuneration paid to contract personnel hired to provide the Services. The rates paid for overtime or contract work will relate directly to the Services and will be agreed to by the Entity.

The current per-diem rates for CRCS personnel are as follows:

- Meals: Breakfast: \$12.50
- Meals: Lunch: \$12.00
- Meals: Dinner: \$33.60
- Incidentals: \$8.65

The current CRCS rate for personal vehicle use is \$0.37 per km.

Administration costs are actual costs incurred as a result of a response, such as office supplies. The only CRCS staff costs to be claimed will be for any staff who may be hired specifically for an emergency response or who are seconded from other areas to assist in an emergency response or to backfill staff positions and have been authorized by the Ministry. Administrative costs will not exceed 12% of total invoice.

Loan of Permanent Personnel

If it is agreed, at the request of the Entity or pursuant to discussions with the CRCS, that the mandate calls for the loan of a CRCS employee to be assigned full-time to providing Disaster Services, the CRCS will charge the salary of that member of personnel at the scales in effect plus 25% to cover the CRCS personnel's benefits. Overtime and holidays worked will also be charged.

Expenses Relating to Material Resources

These expenses include the purchase of material for providing Services, replacing material belonging to the CRCS that is lost or damaged, rental of various material and charges for the use of cellular telephones and pagers, photocopiers, facsimiles, mobile radios, computer equipment, rental vehicles and gasoline, storage fees and other expenses.

They also include expenses relating to insurance for rental equipment and vehicles and the deductible in the event of loss or damage, usage fees (per kilometre) for vehicles belonging to the CRCS, long distance charges relating to the emergency services and temporary equipment installation charges (telephone line, computer, facsimile, etc.).

Expenses Relating to Evaluation

In the event of a Major Incident that requires the activation of a provincial or National CRCS Disaster Response Team, the CRCS is required to commission an evaluation in order to maintain accountability. 5% of the total cost of the response, or \$10,000, whichever is greater, will be provided to facilitate an evaluation, including direct beneficiary evaluation, and a summary of the results of the evaluation will be shared with the Entity.

Expenses for Direct Assistance to Incident Affected People

The CRCS will charge for the expenses of direct assistance to Incident-Affected People (shelter, food, clothing, and general services) under its standards for relief assistance. The current version of these standards is included below and could be amended in 2017:

National Disaster Assistance Guidelines – September 2009

Service	Relief Assistance	Guidelines For Providing Relief Assistance															
Emergency Feeding	<table border="0"> <tr> <td>Groceries</td> <td>Daily</td> <td>Weekly</td> </tr> <tr> <td>First person in a household</td> <td>\$20</td> <td>\$80</td> </tr> <tr> <td>Each additional person</td> <td>\$10</td> <td>\$30</td> </tr> <tr> <td>Infant formula</td> <td>\$10</td> <td></td> </tr> <tr> <td>Restaurant meals</td> <td>\$35</td> <td></td> </tr> </table>	Groceries	Daily	Weekly	First person in a household	\$20	\$80	Each additional person	\$10	\$30	Infant formula	\$10		Restaurant meals	\$35		<p>Grocery vouchers are given only when the family has cooking facilities. If unsure, see your supervisor. Vouchers do not cover food deliveries or tips.</p> <p>The order of preference for emergency food services is: 1) grocery vouchers 2) mass feeding for clients a 3) restaurant meals.</p>
Groceries	Daily	Weekly															
First person in a household	\$20	\$80															
Each additional person	\$10	\$30															
Infant formula	\$10																
Restaurant meals	\$35																
Emergency Clothing	<table border="0"> <tr> <td>Adult</td> <td>\$120</td> </tr> <tr> <td>Child (under 12 years)</td> <td>\$100</td> </tr> <tr> <td colspan="2">If a winter coat and boots are required, increase the above amounts to:</td> </tr> <tr> <td>Adult</td> <td>\$200</td> </tr> <tr> <td>Child</td> <td>\$170</td> </tr> <tr> <td>Laundry supplies</td> <td>\$25 per household</td> </tr> </table>	Adult	\$120	Child (under 12 years)	\$100	If a winter coat and boots are required, increase the above amounts to:		Adult	\$200	Child	\$170	Laundry supplies	\$25 per household	<p>Pricing is based on establishing agreements with stores to provide one full set of outerwear clothing for each person, two sets of underwear and socks and one set of footwear. CRCS distributes only new clothing. CRCS can refer clients to community resources for additional clothing, (e.g., Salvation Army or St. Vincent de Paul).</p> <p>Dry cleaning costs up to the limit of the clothing allowance may be claimed in lieu of purchasing new clothes.</p> <p>Includes detergent, bleach and cleaning agents</p>			
Adult	\$120																
Child (under 12 years)	\$100																
If a winter coat and boots are required, increase the above amounts to:																	
Adult	\$200																
Child	\$170																
Laundry supplies	\$25 per household																
Personal Services & Health Care	<table border="0"> <tr> <td>Adult</td> <td>\$10</td> </tr> <tr> <td>Child (under 12 years)</td> <td>\$5</td> </tr> <tr> <td>Baby products</td> <td>\$35</td> </tr> <tr> <td>Adult incontinent aids</td> <td>\$35</td> </tr> </table>	Adult	\$10	Child (under 12 years)	\$5	Baby products	\$35	Adult incontinent aids	\$35	<p>Personal hygiene kits are distributed whenever possible; vouchers may be given if these kits are not available. Baby products or adult incontinent aids should be provided one time only; additional requests require supervisory approval. CRCS may distribute in-kind donations of toys and recreational equipment.</p> <p>CRCS will facilitate access to medical care. Based on the needs assessment, CRCS may pay for one refill of essential medications and replacements or repair of eyeglasses, dentures, prosthetics and</p>							
Adult	\$10																
Child (under 12 years)	\$5																
Baby products	\$35																
Adult incontinent aids	\$35																

		<p>hearing aids when no other financial support is available. Supervisory approval is required for this assistance.</p>
<p>Emergency Lodging</p>	<p>Homes of family or friends Blanket, bed linen & pillow \$25/person maximum Group or congregate shelter facilities Blanket and cot Towels & washcloth \$15 per person maximum Hotel/Motel Up to \$125 per night for each family of four.</p>	<p>Least expensive (but safe) type of accommodation should be selected.</p> <p>The order of preference for emergency lodging services is: 1) clients' own home 2) staying with family or friends 3) congregate shelters 4) hotels, motels or campgrounds (i.e., commercial establishments). In hotels an additional room may be provided if a family cannot be accommodated in one room.</p> <p>Blankets are distributed when required; vouchers may be given if donated blankets are not available.</p> <p>Personal insurance should be used as the primary form of support for Disaster-affected People. The CRCS should seek to be reimbursed by insurance companies for services covered by insurance.</p>

SCHEDULE “D” Notification Protocol

General

The Entity, or their designate, shall request assistance from the CRCS as per the protocol described herein to determine what services will be delivered, the terms and conditions for organizing the services and the duration of the services.

The information to be provided by the Entity at the time of notification includes:

- Nature and location of Disaster
- Time Disaster occurred
- Number of people affected (if available)
- Current or possible evacuation
- Emergency Services on-scene
- Any identified threats or hazards to the affected population and/or CRCS personnel
- Activation level of municipal EOC/emergency response plan (Major Disasters only)
- Services requested, including locations of Reception Centres where Services will be delivered (Major Disasters only)
- Time frame for response
- Any special instructions, limitations, etc.
- Location of affected vulnerable persons/populations, such as Long-Term Care facilities, hospitals, etc.
- Entity liaison officer names and contact information

Contact Information

The CRCS Disaster Management representatives are available 24-hours a day, 7-days a week, 365 days a year. In the event of an emergency, the following personnel should be contacted.

For the CRCS:

Provincial Duty Officer
#416.209.0432
ONDutvOfficer@redcross.ca



Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Home Repair and Home Ownership Revolving Funds Reserve

Recommendation:

That approval be granted, for the expenditure of reserve funds, of the Investment in Affordable Housing revolving fund with upset limits as follows:

- \$29,500 for the Home Repair Program; and
- \$38,000 for the Home Ownership Program.

Background:

The IAH Extension Home Repair Program is designed to improve the living conditions of low to moderate households. The program provides a one-time assistance in the form of a forgivable loan for home repairs to a maximum of \$10,000 per household.

The revolving fund is created when a homeowner sells the home and is required to pay back a portion of the Home Repair loan. All money returned to the program through the revolving fund has been put into reserve.

The Home Repair program is in high demand with a list of potential applicants and staff are seeking approval to expend \$29,500 from the reserve fund to the Home Repair Program. This would allow for the approval of approximately three (3) more applications in 2017.

The IAH Extension Home Ownership Program is designed to assist low to moderate households purchase a home. The Homeownership Program offers a down payment loan of 5% of the purchase cost of the new home. The assistance is in the form of a forgivable loan when the home is owned for at least twenty years.

Revolving funds are created when a homeowner sells the home, before the 20 years, and is required to pay back a portion of the Homeownership loan. The money returned to the program through the revolving fund was put into reserve.

The 2017/2018 Program Delivery and Fiscal Plan does not include an allocation for the homeownership program. However, there are been several inquiries for assistance. Staff are



seeking approval to expend \$38,000 from the revolving reserve fund to the Home Ownership Program. This would allow for the approval of approximately four (4) applications.

Financial/Staffing/Legal/IT Considerations:

In 2015 and 2016 the Home Repair reserve fund received \$52,011 in loan repayments of which, \$23,255 has been spent. The current balance of the Home Repair reserve balance is \$29,512.

In 2015 and 2016 the Home Ownership reserve fund received \$60,292 in loan repayments, of which, \$27,850 has been spent. The current balance of the Home Ownership reserve balance is \$38,253.

These reserves can be used only for the purpose of these programs.

There are no staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

Staff consulted with Corporate Services to confirm reserve balances.

Link to Strategic Goals and Elements:

Goal #3 - Find creative new ways to engage our public.

Goal #6 - Explore alternate options to improve efficiency and service.

The Home Repair and Homeownership programs are in keeping with our strategic values of efficient, coordinated governance and a high quality of life for all residents.

Written by: Tania Dickson, Housing Services Manager

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Canada-Ontario Early Learning and Child Care Agreement

Recommendation:

That the Canada-Ontario Early Learning and Child Care Agreement report is for information.

Background:

On June 16, 2017 the Ministry of Education provided details on Ontario's Action Plan under the Canada-Ontario Early Learning and Child Care Agreement (ELCC). The ELCC is a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care to increase quality, accessibility, affordability, flexibility and inclusivity. The ELCC is comprised of \$100M in new funding for increased subsidies and increased access to child care in Ontario. The investment has two components:

- \$80M for children aged 0-6 years old; and
- \$20M to support system priorities for children aged 0-12.

The ELCC funding is an enveloped allocation and must be spent on the following priorities:

- Additional fee subsidies
- Increased access to licensed child care; and/or
- For children 0-6, this funding can also be used to create and support not for profit community-based capital projects, excluding capital project for child care programs that run during school hours for kindergarten and school-age children.

The ELCC funds are to be tracked separately from other funding and will have distinct financial reporting requirements as well as Bruce County specific outcome targets with regards to the number of children served with additional fee subsidies, increased access, increased affordability, and or estimated number of not for profit community based capital spaces for children aged 0-6.



Financial/Staffing/Legal/IT Considerations:

The ELCC accountability requirements give the Consolidated Municipal Service Managers (CMSMs) the ability to use two-third of the 2017 allocation for this commitment by December 31, 2017 and the remaining funds by December 31, 2018. To support planning and implementation, up to 10% of the ELCC allocation can be towards administration. This investment has no municipal cost-sharing requirement. The administration, tracking, monitoring and management of a distinct funding stream will require additional staff time. It may also require additional investment in time or resources in modifying software tools to automate and increase efficiencies of the administration. The ELCC is a Schedule of the Child Care and Child and Family Program Service Agreement. The agreement previously signed; therefore, will require signed amendment to include the additional schedule.

Interdepartmental Consultation:

Departmental Staff will work with Finance Staff to amend the necessary budget details based on the funding allocation.

Link to Strategic Goals and Elements:

Goal #3. Find creative new ways to engage our public

#5. Eliminate our own red tape

#6. Explore alternate options to improve efficiency and service

#7. Stimulate and reward innovation and economic development

Element #5. E - Focus on the internal and external customer/client needs first

Approved by:

Kelley Coulter

Chief Administrative Officer



Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Housing and Homelessness Progress Report

Recommendation:

The Housing and Homelessness Progress Report is for information.

Background:

Under the *Housing Services Act, 2011 (O. Reg. 367/11)*, Service Managers are obligated to report to the Ministry and the public on progress made under the local Housing and Homelessness Plans.

The Housing and Homelessness Progress Report is uploaded to the County website and Facebook page for community viewing. Additionally it is presented to community partners.

Financial/Staffing/Legal/IT Considerations:

There are no financial, staffing, legal, or IT considerations associated with this report.

Interdepartmental Consultation:

Staff consulted with the Corporate Policy Division in the writing of this report.

Link to Strategic Goals and Elements:

Goal #3 Find creative new ways to engage our public.

Written by: Tania Dickson, Housing Services Manager

Approved by:

Kelley Coulter
Chief Administrative Officer



Bruce County Long Term Housing Strategy 2013-2023

June 2017 - Progress Report



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Bruce County Long Term Housing Strategy

Background and Vision

In 2013, Social Services and Housing Committee approved the Bruce County Long Term Housing Strategy Update 2013-2023 (the Strategy). The Strategy incorporated information and actions from the first Strategy developed in 2010, as well as new initiatives to address the housing needs of people who are homeless or at risk of homelessness, persons living with disabilities, women experiencing domestic violence and off-reserve indigenous persons.

The Strategy is a commitment by County Council, staff, and other organizations in the community to collaborate and implement actions that will improve the health and quality of life of Bruce County citizens. The collective vision is to create appropriate, affordable, diverse and supportive housing choices for all Bruce County residents. This document is an update to the current Long Term Housing Strategy, which outlines progress of our journey as we work towards making this shared vision a reality.

Housing Issues

In October 2014, SHS Consulting facilitated workshops with the Bruce County community and its partners, developers and builders to share knowledge and to gain an understanding of housing challenges, emerging trends and the community's collective process in addressing Long Term Strategy actions. A summary of the key discoveries are outlined below. In 2016, we continued on our journey as we worked towards meeting the Strategy goals and eliminating issues faced by residents who call Bruce County home.

Bruce County Long Term Housing Strategy

Summary of Housing Issues in Bruce County

Housing issues identified in 2013 were reaffirmed by the community at the workshops. The high cost of utilities has become an additional issue added to work plans for the housing division.

 <p>The seniors demographic continues to grow faster than others</p>	 <p>Employment trends are influencing demand for affordable housing</p>	 <p>Inadequate supply of housing for persons with disabilities and availability of support services</p>	 <p>New housing stock is concentrated and not diversified</p>
 <p>Affordability remains an issue for some households</p>	 <p>Maintaining the existing stock is a challenge</p>	 <p>Finding and maintaining housing is a challenge for some</p>	 <p>High cost of utilities</p>

Bruce County Long Term Housing Strategy

2016 Highlights

- Commitment to build eight new affordable units in the Municipality of Kincardine
- Commitment to complete a secondary suite in the Municipality of Kincardine
- 163 applicants offered social housing units in 2016
- \$211,815.29 distributed to 262 eligible applicants in 2016 for first or last month's rent, rental arrear, utility arrears and/or moving expenses
- \$330,350 distributed to 36 home owners for energy efficiency and accessibility upgrades
- \$36,950 provided to four new homeowners to assist with the down payment on their new homes
- \$798,464 in Social Housing Capital improvements through the Social Housing Energy Efficiency Program funding to increase energy efficiency

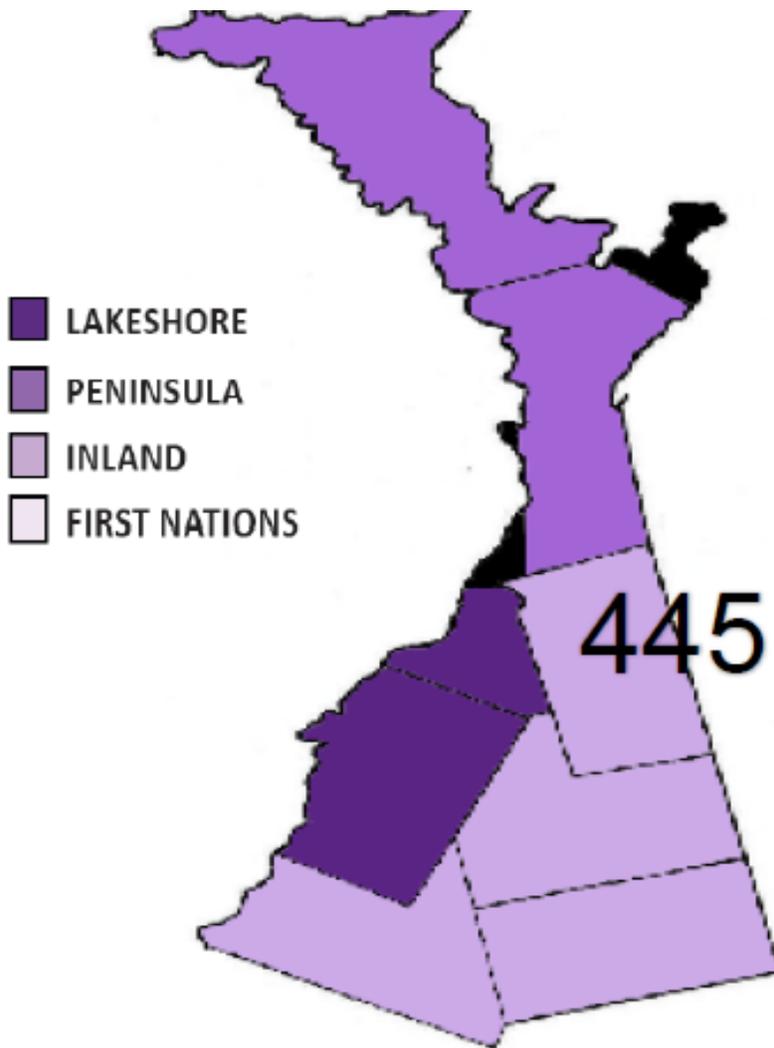
Coming in 2017

- Completion and occupancy of eight new affordable units
- Completion and occupancy of a secondary suite
- Release of Community Delivered Supportive Rent Supplement Pilot Program to increase the number of supportive rental opportunities in Bruce County
- Release of New Rental Expression of Interest for new rental development in Bruce County
- Submission, in partnership with Women's House, Community Living, YMCA and HopeGrey Bruce, for the Home for Good Supportive Housing Expression of Interest
- Submission, in partnership with Grey Bruce Health Unit, for the Anti-Human Trafficking project
- Sustained investment in the home repair program
- Continuation of the Housing Stability Fund to assist households with first or last month's rent, rent arrears, utility arrears and/or moving expenses
- Continued engagement with a variety of sectoral partners through the Yes In My Back Yard (YIMBY) Team
- Continued collaboration through membership in the Bruce Grey Poverty Task Force, as well as, specific efforts of the Housing Sub-Committee

Bruce County Long Term Housing Strategy

HOUSING TARGETS

2013 - 2023



To support our vision of “appropriate, affordable, diverse and supportive housing choices for all Bruce County residents”, the following housing targets for new housing supply are adopted:

Unit Type: 70% low density, 30% medium and high density

Tenure: 70% ownership housing, 30% rental housing

Affordability: 30% of all new supply meet the County definition of affordable housing

Bruce County Long Term Housing Strategy

Our goal as a community is to create 445 affordable housing units in the next ten years (2013 - 2023)

This will be done by creating a greater supply of new affordable ownership, rental, and special needs housing units. Additionally the strategy will use the rent supplement program. Working with partners in the private, non-profit and government sectors will be critical to the success of the strategy. This success will also rely on implementing the strategic directions and priority actions that have been identified in this document.

Defining Affordable Housing

The Canadian Mortgage and Housing Corporation considers housing affordable if shelter costs account for less than 30 per cent of before-tax household income.

Bruce County Long Term Housing Strategy

Progress on Addressing Actions

Bruce County has a clear role in helping to achieve outcomes. A healthy, coordinated and integrated housing and homelessness system relies on the efforts of all partners to help advance solutions. Based on community feedback regarding the current housing issues facing Bruce County, the following five goals were identified:

- educate partners;
- cultivate strong partnerships and coordinate efforts;
- enhance financial and program supports for housing and services;
- make planning rules more flexible; and
- maintain existing stock.

Rooted in these goals are 35 actions - the stepping stones for meeting these goals. This progress report details Bruce County's accomplishments in 2016.

Educate Partners

The aim is to broaden community awareness and support for the updated strategy and to increase the capacity of non-profit and private sector housing providers.

Accomplishments

- Continued engagement between a variety of sectoral partners in the Yes in My Back Yard (YIMBY) group. YIMBY is comprised of partners from support agencies, private sector, non-profit and faith communities
- An external consultant facilitated a dialogue with the YIMBY group in June 2016 to reaffirm and address the local housing and homelessness concerns and map out potential actions
- In partnership with Grey County, Bruce County hosted a housing symposium to recognize National Housing Day, the event was attended by over 80 participants from both counties with presentations from Public Health, CMHC, YMCA, Hope Grey Bruce, and a Developer, Vernon Martin
- Regular updates and activities posted on the Bruce County website and Facebook page
- Continued partnership with the Bruce Grey Poverty Task Force Housing Action Group to lead, support and develop housing related projects

Bruce County Long Term Housing Strategy

- Information sharing and education about municipal by-laws impacting tenants
- One of the founding members of Bruce Grey Data Information Sharing Collaborative, a collective of not-for-profit, social service, government, health and education organizations that seek to mobilize community decision-makers to share vital local rural data to better inform regional programming, policies, funding and social services to support prosperity, sustainability and the well-being of the community.

What's Next

- Continued membership on YIMBY and Bruce Grey Poverty Task Force and also the specific Housing Action Group
- Continued housing and homelessness updates on Bruce County website and Facebook

Cultivate strong partnerships and coordinate efforts

Coordinating efforts for housing and support service delivery among stakeholders and developing a 'no wrong door' culture for providing services.

Accomplishments

- Ongoing communication and information sharing with various community partners including Public Health, Women's House, YMCA, HopeGrey Bruce, VON, Community Living, mental health and development services
- Ongoing work with Bruce County, Planning & Development Department
- Strong partnership with YMCA to deliver services to the homeless and those at risk of homelessness
- Continued partnership with Westario Power to deliver the Low Income Electricity Assistance Program (LEAP) to residents in Bruce, Grey, Huron and Wellington counties
- Continued partnership with Health Smiles Ontario to offer dental services in social housing common room
- Partnership with Grey Bruce Health Unit and Grey County Housing to initiate a community Engagement Pilot Project in a social housing neighbourhood
- Continued membership in the Grey Bruce Task Force on Crystal Meth and Other Drugs, Community Leaders in Grey and Bruce working to shift attitudes, improve policies and change systems in support of those experiencing and/or at risk of

Bruce County Long Term Housing Strategy

substance abuse.

- Commissioned with Grey County the development of a customized information portal with Community Connections: 211 to provide an ease of access to service information and ensure there is “no wrong door”

What’s Next

- Submission of Home for Good Expression of Interest in partnership with YMCA, Hope Grey Bruce, Women’s House & Community Living for increased housing supports and rent supplement dollars
- Grey Bruce Public Health, with Bruce County Housing division support, submitted an Expression of Interest for an Anti-Human Trafficking Project

Enhance financial and program supports for housing services

Continuing financial and program support for affordable and special needs housing, advocating to senior governments for funding of affordable and special needs housing, and encouraging better access to health -related services that help to sustain households.

Accomplishments

- Promotion of affordable homeownership throughout Bruce County
- Promotion of the Ontario Renovates program to residents who own their own homes and require minor repairs for sustainability
- Administration of Housing Stability Fund is focusing on ensuring the funds are making a sustainable impact to lower income residents
- Administration of the Low-income Electricity Assistance Program to assist with high energy costs
- Continued partnership with VON Aging at Home Supportive Housing in County operated social housing units
- Continued partnership with Hope Grey Bruce for supported rent supplement units
- Community Support Program engages tenants who are or may become at risk of losing their housing or who may need additional supports to keep their housing

Bruce County Long Term Housing Strategy

What's Next

- Bruce County has released an Expression of Interest for a Community Delivered Rent Supplement Pilot Project to be administered by the successful proponent who will provide support services to the tenant
- Bruce County awaits review and results of the submission of Home for Good Expression of Interest and the Anti-Human Trafficking project from the province

Make Planning Rules More Flexible

Eliminating policy and zoning barriers to the creation of affordable housing, including secondary suites and encouraging the use of Community Improvement Plans (CIPs) and other planning tools to encourage a more diverse housing stock.

Accomplishments

- Commitment of funding for the first Secondary Suite in the Municipality of Kincardine
- Respond to regular inquiries from developers who want to build affordable housing
- Increase the diversity of housing stock, including adding private rentals for seniors due to changes in County Official Plan
- Community Improvement Plans: CIP's are encouraging secondary suites as accessory apartments
- Continuing to work with lower tier municipalities to leverage flexibility for affordable housing development

What's Next

- Completion and occupancy of first Secondary Suite developed using Investment in Affordable Housing funds
- Continued investment in the development of affordable housing

Bruce County Long Term Housing Strategy

Maintain Existing Stock

Promotes improving energy efficiency and the condition of the existing housing stock and ensuring the sustainability of social housing properties in Bruce County.

Accomplishments

- Over \$2,000,000 in capital upgrades for existing local housing corporation, social housing stock
- Announcement of the Social Infrastructure Fund (SIF) and the Social Housing Energy Efficiency Program (SHEEP)
- Bruce County received \$798,464 for energy efficiency upgrades, which included new windows, heat pump systems and new hot water tanks in eligible buildings in social housing units
- Bruce County also received \$597,360 from the Social Housing Improvement Program, which allowed for capital improvements including, a new roof, a new well and parking lot improvements in social housing units
- The home repair program assisted 36 home owners in 2016 to maintain or upgrade their homes for energy efficiency, accessibility and capital upgrades

What's Next

- Continued administration of the home repair program
- Capital improvements will continue in 2017

Bruce County Long Term Housing Strategy

Investment in Affordable Housing

The Investment in Affordable Housing (IAH) program in Bruce County will provide \$3,023,200 in federal and provincial funding for the creation and repair of affordable housing over 6 years.

In 2016, Bruce County received an additional \$1,826,100, over two years, for the Social Infrastructure Fund (SIF). SIF is administered within the same guidelines of the IAH program.

Components

- **Rental Housing:** to increase supply of rental housing for households on, or eligible to be on the social housing waitlist
- **Homeownership:** to assist low to moderate income renter households to purchase affordable ownership and rental properties
- **Home repairs and renovations:** financial assistance to renovate affordable ownership
- **Rent supplement:** to address affordability issues of households in modest private rental units

Additional Units Created in 2016

Rental Housing - Funds were committed to develop eight new affordable units in the Municipality of Kincardine. Construction will begin in 2017

Homeownership - four new homeownership loans were granted in 2016

Home repair - thirty-six home repair applications were approved in 2016

Rent Supplement - Bruce County created 13 new rent supplement units in 2016

Bruce County Long Term Housing Strategy

Community Homelessness Prevention Initiative (CHPI)

The vision for the Community Homelessness Prevention Initiative (CHPI) is a better-coordinated and integrated service delivery system that is people-centered, outcome-focused and reflects a Housing First approach to prevent, reduce and address homelessness in communities across Ontario.

CHPI's two main outcome objectives are:

- 1) To assist people experiencing homelessness obtain and retain housing; and
- 2) To assist people at risk of homelessness to remain housed.

Components

- **Housing Stability Fund:** To assist individuals, couples and families who are homeless or at risk of becoming homeless to secure affordable permanent housing in Bruce County
- **Community Support Coordinator:** Provides financial counseling and supports related to affordable housing to individuals who are at risk of eviction
- **YMCA Grey Bruce:** Provided housing support services for the homeless or those at risk of homelessness

In 2016, \$ 416,900 of provincial funding was spent on these programs to assist residents of Bruce County who are homeless or at risk of becoming homeless.

Bruce County Long Term Housing Strategy

Summary

Bruce County has remained committed to its vision and has cultivated and developed strong partnerships within the community to broaden awareness and acceptance of the need for more affordable housing.

A special thank you to County Council, County staff, the YIMBY Team, all of our community partners and developers for their dedication, commitment and innovation shown that is proving to result in Better Housing Choices for All for our residents who call Bruce County Home.

For more information on Bruce County's Long Term Housing Strategy Update or to discover how you can support the housing vision in your community, [Click here](#)

Or contact:

Tania Dickson
Housing Services Manager
Bruce County
519-396-3450 ext 106
tdickson@brucecounty.on.ca





Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Investment in Affordable Housing - New Rental

Recommendation:

The Investment in Affordable Housing - New Rental report is for information.

Background:

The Investment in Affordable Housing (IAH) program is a partnership between the Federal and Provincial governments and aims to:

- increase the supply of affordable housing across Canada;
- improve and preserve the quality of affordable housing;
- improve housing affordability for vulnerable Canadians; and
- foster safe, independent living

Service Managers are required to submit a Program Delivery and Fiscal Plan (PDFP) to outline how they are allocating funding in four components: rental housing, homeownership, Ontario renovates and rent supplement.

In order to increase the allocation of funding to be committed in a given year to allow for efficiencies in rental development costs the Ministry allows for allocations exchanges. This exchange assists two or more service managers that participate in the exchange. Staff requested consideration for an exchange of Year 4 (2017/2018) new rental allocation with another Service Manager to increase the Year 5 (2018/2019) allocation as outlined in the following table.

	Year 3 2016/2017	Year 4 2017/2018	Year 5 2018/2019	Year 6 2019/2020	Total
Current	\$474,275	\$523,990	\$522,565	\$0	\$1,520,830
Proposed	\$474,275	\$0	\$1,046,555	\$0	\$1,520,830



The Ministry of Housing recently approved the allocation exchange. Adjustments made through this process do not result in any change to the total IAH funding allocation over the life of the program.

Financial/Staffing/Legal/IT Considerations:

The \$523,990 originally allocated to Year 4 (2017/2018) in Bruce County's 2017 approved budget will be amended. Housing Services staff will work with Corporate Services Staff to establish the required changes. No staffing, legal or IT considerations are associated with this report.

Interdepartmental Consultation:

There was no interdepartmental consultation with regard to the writing of this report.

Link to Strategic Goals and Elements:

Goal #7 - stimulate and reward innovation and economic development

This initiative also support the *Bruce County Long Term Housing Strategy Update: 2013-2023* actions to address the identified housing issues. In particular, lack of affordable and supportive housing.

Written by: Tania Dickson, Housing Services Manager

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Ontario Works Service Plan 2017-2018

Recommendation:

The Ontario Works Service Plan 2017-2018 is for information.

Background:

The Ministry of Community and Social Services (MCSS) and Ontario Works delivery partners share a common goal of improving employment outcomes for people relying on social assistance by providing a continuum of support and services to people in financial need.

The Ontario Works Program Delivery Funding (PDF) is intended to support program administration and the provision of employment services to eligible Ontario Works and Ontario Disability Support Program (ODSP) recipients. Ontario Works delivery partners have the flexibility to determine how to allocate their PDF toward eligible program delivery costs.

Ontario Works supports the goal of helping people move towards employment by linking the plan to the achievement of two measured employment outcomes

- Employment: helping people find and keep jobs
- Earnings: helping people achieve financial independence

It is recognized that the achievement of these two measured employment outcomes is linked to the strategies that this department has in place for increasing employability of participants.

Employment assistance measures need to:

- help participants in the development of skills
- motivate participants to demonstrate individual responsibility for goal attainment
- assist participants in accessing appropriate supports such as child care, transportation etc.
- move participants along the employment continuum.



The Service Plan provides an overview of the Service Delivery model for the department and strategies for:

- achieving improved employment outcome for participants
- provides a full range of employment assistance activities that support increased employability
- ensures that the program is delivered in accordance with program legislation, regulations and policy.

The attached Service Plan is the beginning of a two-year business cycle. All delivery partners are required to provide their Service Plan in the first year of the business cycle along with their annual Budget Submission.

The 2017-2018 Service Plan for this department concentrates on the following employment outcomes and how we attain the target that is set:

- average monthly employment earnings per case
- percentage of caseload with employment earnings

This department has strategies in place to increase the earnings of participants. These strategies include but are not limited to; soft skills, training, referrals to the Employment Ontario provider, partnerships with community partners for shared programming, job referrals and marketing of the skills of participants to employers.

Financial/Staffing/Legal/IT Considerations:

There is no financial, staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

There is no interdepartmental consultation in the writing of this report

Link to Strategic Goals and Elements:

Goal #5 Eliminate our own red tape
Element E Focus on the internal and external customer/client needs first

Written by: Nancy Reinhart, Income and Employment Support Manager

Approved by:

Kelley Coulter
Chief Administrative Officer

Bruce County
ONTARIO WORKS SERVICE PLAN
2017-2018



Be an explorer.

Submitted by: Nancy Reinhart

Submitted: May 15, 2017

Revised: May 25, 2017

Service Plan Bruce County Social Services

County of Bruce Vision Statement:

Bold and beautiful Bruce County... a healthy, caring community of prosperity and innovation.

Section 1:

Ontario Works Vision and Mandate

1. Vision

To achieve improved employment outcomes for Ontario Works participants, leading to sustainable employment and financial independence.

Mandate

To provide employment assistance and temporary financial assistance to people in financial need. The Ontario Works program:

- recognizes individual responsibility and promotes self-reliance through employment
- provides temporary financial assistance to those most in need while they meet obligations to become and stay employed
- effectively serves people needing assistance; and
- is accountable to the taxpayers of Ontario

2. Ministry Priorities

Ontario Works delivery partners play a key role in delivering on many of the government's priorities and have the ability to leverage provincial investments in infrastructure, education and social services to create new opportunities for clients. The Service Plan provides an opportunity for delivery partners demonstrate linkages between local service delivery and Ministry priorities.

Improved service coordination and communication between Ontario Works and Ontario Disability Support Program (ODSP) delivery offices within the service area, including transfers between programs, business protocols, shared case management when appropriate, and expanded and strengthened access to employment services for ODSP clients and people with disabilities within the community.

Stronger collaboration with local economic development organizations to identify, expand and leverage provincial investments in infrastructure and resource development to provide opportunities for Ontario Works clients, youth and disadvantaged populations to access skills training, work experience, and new jobs.

Establishing local partnerships with community organizations to build on and strengthen supports to Ontario Works clients, including individuals with multiple barriers to employment (i.e. long-term recipients of social assistance), marginalized or disadvantaged groups across service sectors including: health, developmental services, housing, violence against women prevention, human trafficking or education and training.

- (i) Co-ordination and communication between Ontario Works and the Ontario Disability Support Program delivery offices remains a priority for this office. With the changes to the ODSP Management structure at the local level, there has been increased communication between the Income and Employment Support Manager and the two (2) ODSP Managers. As a means to increase interaction between ODSP staff, OW staff and to enhance customer service, an ODSP worker will be meeting clients at two Bruce County Ontario Works sites. We continue to have dedicated intake staff who specialize in transferring cases from OW to ODSP. There is an increased communication between frontline staff from both programs that has been enhanced by access to staff email accounts in SAMS. Employment Counsellors meet regularly with ODSP participating spouses and dependent adults referred for employment supports. With the location of three Resource Centres and outreach services, access for participating ODSP spouses and dependent adult is manageable.
- (ii) The Corporation of the County of Bruce, as a whole, has prioritized economic development as a priority. Bruce County's Planning and Economic Committee adopted the "Find Yourself in Bruce County" Economic Development Strategic Plan. The plan outlines the framework and the steps that will be undertaken over the next five years. The plan details how the County will function from a macro perspective and act in a leadership role promoting the region as a place to build a business, live and visit. Strategic priorities outlined include Business Development and Sector Development (Energy, Tourism, and Agriculture). Business

development encapsulates the new “Business to Bruce” program that focuses on the importance of entrepreneurial development. The plan builds on the strengths of the already successful tourism marketing campaign “Explore the Bruce”.

The Bruce County Economic Development Strategic Plan can be found at the following:

<http://www.brucecounty.on.ca/business/economic-development.php>

- (iii) This department has strong partnerships with local service providers that offer ongoing support to those in receipt of Ontario Works. Well established partnerships continue with agencies such as: VPI, Adult Learning, QUILL, Contact North, Ontario Youth Apprenticeship Program (OYAP), Georgian College, Women’s House Serving Bruce/Grey, Salvation Army, to name a few. This office is working towards engagement with First Nations. A joint meeting with Saugeen First Nations, Nawash First Nations, ODSP and both Bruce and Grey Ontario Works department was completed May 2017. It is expected that increased awareness of cross-jurisdictional issues will be discussed with the focus on seamless client service across the region. Although service coordination is working well in the area, providers continue to review strategies and engineer ways to collaborate to ensure client success.
- (iii) As part of Ontario’s Strategy to End Human Trafficking, there has been a call for proposals for the new Community Supports Fund. The fund will support community-based solutions to human trafficking and increase supports for survivors of human trafficking. Bruce County will collaborate with our Bruce-Grey service providers to develop the proposal for funding and work collaboratively with other service providers for youth at risk and examine housing and counselling services for victims.

Section 2: Environmental Scan

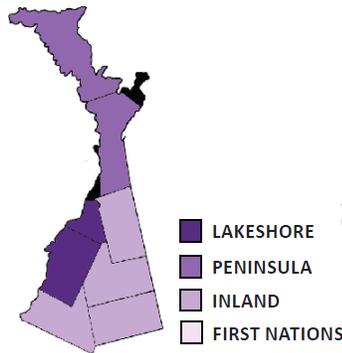
1. Environmental Scan

Bruce County is located along the shoreline of Lake Huron and Georgian Bay. The total population of Bruce County is 68,147. The County of Bruce is divided into 8 Municipalities. The distance from the southern part of the County to the tip of the Bruce Peninsula is approximately 205 kilometres.

Bruce County has four unique regions with very distinct characteristics.

- **Lakeshore** - The most populace of the regions with the greatest urbanization and highest growth. The Lakeshore includes nearly a hundred kilometres of fresh water and sand beaches.

- **Peninsula** - With a stronger tourism focus, this region has a highly seasonal population. The Peninsula is part of the Niagara Escarpment and is known for its breath taking views, rock formations, cliffs and hiking trails.
- **Inland** - A more moderate growth area that has strong agricultural roots, also referred to as the bread basket of Bruce County
- **First Nations** - Self-governed



The single largest employer in Bruce County is the combined Corporations of Bruce Power and the Ontario Power Generation (OPG). Currently there are over 4200 employees at Bruce Power and Ontario Power Generation.

The Life-Extension Program at Bruce Power began in January 2016 until 2053. The Life-Extension Program will see \$13 billion invested in Units 3-8. This will allow Bruce Power to operate through to 2064 and will ensure the site produces safe, low-cost and carbon-free nuclear electricity. By undergoing this extensive maintenance plan, Bruce Power will directly and indirectly create and sustain over 22,000 jobs annually across the province. This includes \$4 billion in annual economic benefit in Ontario through direct and indirect spending on operational equipment, supplies, materials and labour income. There will be an additional 5000 job created directly and indirectly: \$980 million and \$751 million to \$1.07 billion in annual economic benefit.

The Life-Extension Program has created an unprecedented opportunity for economic growth in Bruce County. Bruce Power has collaborated with the County of Bruce to create an economic development and innovation initiative, which will leverage economic opportunities for local communities. A jointly funded Business Investment Specialist position has been established to facilitate a range of economic development and innovation ideas from companies that work with Bruce Power. This position will assist companies as they look to open satellite offices in the area, hire local people and invest in Bruce County. The program will see thousands of tradespeople and contractors will have long-term work at the Bruce Power site.

One cannot think of Bruce County without addressing what a wonderful tourism area that we offer. With miles of fresh water beaches, the area offers spectacular sunsets and countless areas to rest and relax. With such a vibrant area to visit, tourists flocked to the area with seasonal businesses opening their doors in May until the end of the tourist season in mid October. During the peak tourism season, over 4000 jobs are created. The tourism industry in Bruce County employs one in seven people.

2. Analysis of Previous Service Plan Cycle

An analysis of the previous service planning cycle focusing on whether or not outcome targets were achieved, the strategies that seemed to work well, and those that did not.

Measure	2016 Base Target	2016 Average	2016 Provincial Average
Average Employment Earnings	\$600.50	\$632.75	\$772.50
% of Caseload with Employment Earnings	18.69%	20.66%	12.22%

The analysis illustrates that Bruce County has a higher percentage of clients who report earnings, compared to the Provincial average. However, clients are making less than the provincial average due to the part-time nature of the employment, precarious work and the seasonal fluctuations of Bruce County.

3. External Influences

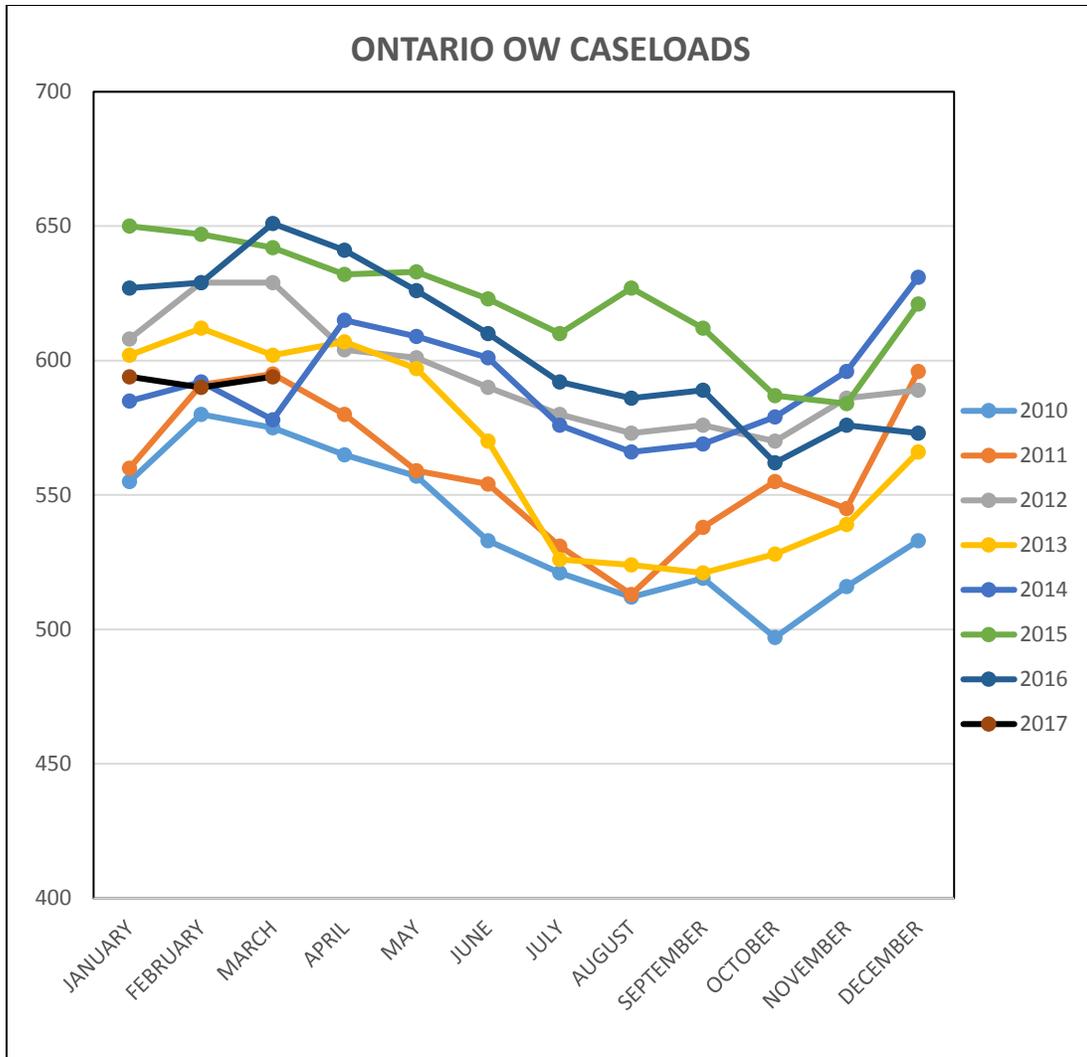
The identification of external influences such as political climate, social and economic environment, demographic trends, geographic and climate-induced influences that may impact service delivery over the next two years.

The Social Assistance Operations Division is working with provincial and municipal partners to form the development of a social assistance service modernization strategy. As these modernization strategies are introduced, Bruce County will respond and adapt local procedures to align with the changes. We continue to provide a sustainable service delivery system that is client-centred. There are no expected major political changes that would influence service delivery over the next two years.

4. Caseload Description

A description of the local caseload (i.e. who is on the caseload) including Prior Year Actuals and Forecasts for Year 1, 2, and if applicable Year 3.

	2010	2011	2012	2013	2014	2015	2016	2017
January	555	560	608	602	585	650	627	594
February	580	591	639	612	592	647	629	590
March	575	595	629	602	578	642	651	594
April	565	580	604	607	615	632	641	593
May	557	559	601	597	609	633	626	
June	533	554	590	570	601	623	610	
July	521	531	580	526	576	610	592	
August	512	513	573	524	566	627	586	
September	519	538	576	521	569	612	589	
October	497	555	570	528	579	587	562	
November	516	545	586	539	596	584	576	
December	533	596	589	566	631	621	573	
Average	539	560	595	566	591	622	605	593
Increase/decrease over last year	- 7.16%	- 3.78%	- 5.86%	5.02%	- 4.27%	- 4.97%	- 2.84%	- 2.09%



Based upon the current trend, the caseload growth is illustrating a decrease of approximately 2% from the previous year.

Factors affecting the decrease of the caseload include:

- Increased youth programs through Employment Ontario
- Increase in minimum wage
- Increased working relationship with Employment Ontario provider
- Continued interaction between clients and employment staff for job referrals

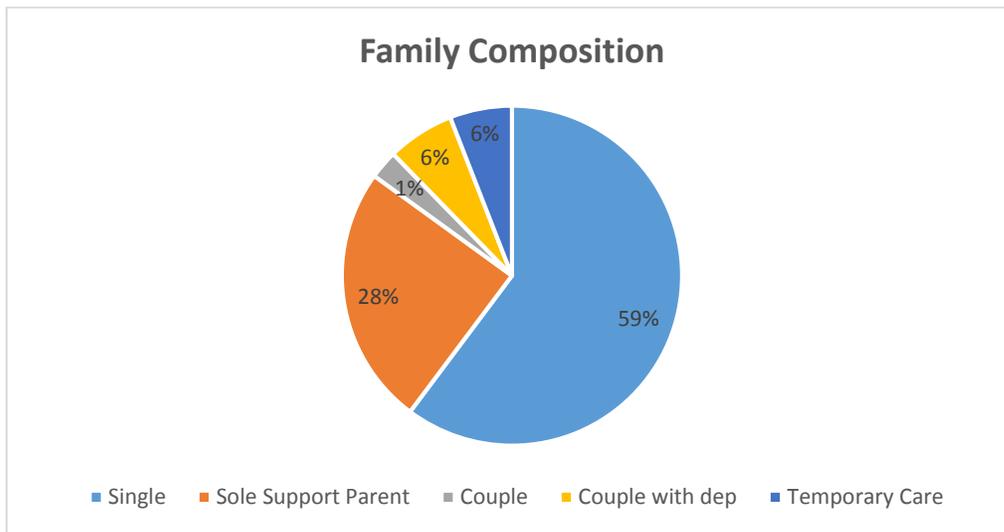
Current Caseload as of April 2017

Current caseload: 593

(Data was retrieved from CRS 100 Report - Integrated Case Summary Report - the writer manually adjusted the figures from the report to remove duplicate and ODSP participating cases)

Caseload Breakdown	No.
Single	352
Sole Support Parent	164
Couple	8
Couple with dependents	35
Temporary Care Assistance	34

Percentage of overall case load by family composition:



Average number of months on assistance:

22 (represents a decrease from previous cycle of 29 months)

Compared to the previous Service Plan cycle:

- The caseload composite percentages remain unchanged
- The couple caseload decreased by 50%
- Couples with dependents decreased by 15%
- The sole support caseload increased by 5.5%
- Temporary Cases had a slight decrease

A total of 153 clients are deferred or have restrictions from participating in Ontario Works that represents a decrease 8% from the previous cycle.

(This data as retrieved from CRS Report 550- Employment Assistance Deferrals and Restrictions)

Local Labour Market

A description of the local labour market focusing on the types of employment available to participants, including:

- *Typical job patterns: part-time, seasonal, self-employment, etc.;*
- *Common industries: manufacturing, hospitality, etc.;*
- *Anticipated industry growth or decline; etc.;*
- *Employment opportunities in First Nations communities.*

In June 2016, there were 7214 businesses in Bruce County that accounted for a 1 percent increase from June 2015. Of the businesses recorded, 72 per cent (5211) are locations with no payroll employees. Businesses are made up of 21 percent of small businesses in the 1-9 employee range and 7 percent of the medium sized businesses in the 10-99 employee range. There are two businesses hiring in excess of 500 employees.

In June 2016, Animal Production led with 1180 businesses, followed by Real Estate with 907 and Professional, Scientific and Technical Services with 647. Combined, these businesses offer the highest employment in Bruce. Bruce County has a significantly higher concentration of Animal Production businesses at 15.97 percent compared to Ontario at 1.5 percent. Bruce County also leads the province in Crop production businesses at 8.25 percent compared to 1.83 percent.

Local Lens on Bruce County - Employer One Survey Results -Economic Profile
80 businesses that completed the survey, with the following results

- 9% of employees are temporary
- 78% of employees are full-time
- 14% of employees are under 25
- 14% of employees are over 55

Employers state the reason for not being able to hire for these positions as:

- Not enough applicants
- Applicants not meeting qualifications
- Applicants not meeting work experience
- Work ethic, dedication, dependability
- Technical
- Communication/Problem Solving/Self motivated.

Community Engagement

A description of how other partners within the community have been engaged in improving employment outcomes for clients. Community partners may include:

- *Community agencies;*
- *Local employers;*
- *Employer associations;*

- *Educators;*
- *Training organizations;*
- *Local economic development departments;*
- *Health and wellness centres;*
- *Elders in First Nations communities;*
- *Organizers of cultural events and programs.*

There are established networks of communication in all sectors. Our Employment Resource Centres have evolved into full community service centres, which provide supports to Ontario Works recipients as well as the public-at-large. Working together and collaborating on projects is a benefit of smaller region. We are fortunate to have a close-knit relationship with our community partners. We meet on a regular basis to discuss ongoing projects and to determine how we can each support one another. We will continue to work closely with our community partners as we have in the past.

The need to work closely has evolved due to geography and resource limitations. Community agencies are spread thinly and it has always been to our advantage to share resources and staff. Referral to agencies is a standard practice and staff are well versed in the services available and their specific mandates. This close networking process allows for relationships to develop between staff and a strong familiarity with each other's programs. Crisis situations as well as general referrals can be dealt with efficiently and effectively based upon regular exposure to community services. Bruce County staff know where and how to contact agencies on every issue from addictions to family violence. The network is established and it works exceedingly well.

Getting Ahead Program

The Getting Ahead Program is a 45-hour workshop geared to men and women who have lived in generational poverty with a secondary impact upon their children. The workshops help individuals build resources to live a more prosperous life. The Getting Ahead program is based upon the Bridges-Out-of-Poverty philosophy. We have entered into an agreement with the Owen Sound Library to provide a pilot workshop in August of 2017.

Poverty Task Force

The Poverty Task Force facilitates community partnerships to advocate for poverty reduction and elimination in Grey and Bruce. The Director of Social Services and Housing is a member of the steering committee along with the Income and Employment Support Manager as a Poverty Task Force member. Frontline staff provides membership on the Income Security Action Group as well as the Transportation sub-group.

Adult Learning Centre

It has been identified that individual's in receipt of Ontario Works need specific workshops. Some of the workshop topic resulted from consultation with clients. Employers have identified soft skills as a skill that the employees do not bring to the workplace. We are collaborating with ALC to offer three Soft Skill workshops that include the follow modules; Communication, Team Work, Personal Management, Problem Solving and Professional and Skills Development. Bruce County has been applauded by the QUILL learning network on the number of OW clients that are referred to literacy providers.

Grey-Bruce Task Force on Crystal Meth and other Drugs

In a response the use of crystal meth in our communities, community agencies joined to develop strategies to mitigate the issues related to Crystal Meth use. Bruce County Social Services is an active member of this task force. The Director of Social Services and Housing is a member of the steering committee while the Income Maintenance Manager is a member of the Treatment Working Group.

VPI

This department will be working closer with our Employment Ontario provider to ensure that clients participate in the Youth Job Connect program. The Youth Job Connect is intended for youth who may be living in poverty, have limited labour market experience, low levels of education, conflict with the law or low motivation. Employment staff identified that more intensive wrap around employment supports are needed for this demographic. As a move towards more client-centered services, VPI offers outreach service to OW clients utilizing office space at each of the Bruce County OW locations.

Women/Men in the Trades Workshop

In partnership with the YMCA, County of Grey, VPI, Four County Labour Market Planning Board, Georgian College and Ontario Youth Apprenticeship Program, a two-day workshop for Women and Men in the Trades is held annually. The event highlights the trade programs offered by Georgian College. Each agency selects 10 participants per day. The participants have hands-on experience in carpentry, electrical and welding. Evaluations have shown that participants want to have exposure to the culinary trade. A full culinary trade day has been added to the menu of workshops for 2017.



Trades Day May 2017

Saugeen First Nations

The Saugeen First Nations Ontario Works staff have job shadowed with this office and continue to build upon their relationship with our department. Each office communicates regularly regarding cross programming issues and service delivery.

Bruce and Grey County Community 211 Portal

Work is underway to have a portal dedicated to services in Bruce and Grey County. Managers from both Bruce County Social Services and Housing and Grey County Social Services have worked together with the assistance of the Data Analyst at 211 to develop an information portal that will benefit the residents of our region.

ODSP

This office continues to liaison with the Owen Sound ODSP office for clients who are participating in the OW employment program. A good working relationship has been fostered by both offices. Any client issues that arise are resolved between the OW Employment Counsellor and the ODSP Case Manager.

To enhance the partnership, a Joint OW/ODSP Committee was formed. This committee reviews common issues between the CMSM's and ODSP. This committee addresses uniform application of policies across Bruce-Grey.

ODSP staff refer ODSP clients to Bruce County for review of eligibility for discretionary benefits.

In addition to the previous noted initiatives, this office will continue to assist clients with the following programming:

- Community Placements through the Innovation Fund Program
- Volunteer placements
- Referrals for addiction services
- Referrals for credit counselling
- Affordable housing applications
- Referrals to CHPI

The CMSM continues to liaise with community partners to provide programming for our shared clients:

- Community Partners Committee
- Bruce Employment Support Group
- Joint OW/ODSP Committee

Section 3: Program Management

How service delivery will be organized in order to fulfill the financial and administrative activities required to support the program including:

Intake;

- *Emergency assistance;*
- *Eligibility determination;*
- *Eligibility review and verification;*
- *Family support;*
- *Participation agreements (including childcare).*

Service Delivery Rationale

Our service delivery model is a resource centre based concept with four locations throughout the County. Applicants are scheduled to meet with Income Support Caseworkers in one of four locations where applications for assistance are finalized. Delivery sites include; Walkerton, Port Elgin, Kincardine and Wiarton. The structure of the Port Elgin office is not ideal. A business case will be developed to address the needs of our clients and staff as this department moves towards integration of other county services. It is expected that this initiative will be completed in 2018.

Having satellite sites is most functional given the geographical shape of Bruce County and the inherent issues with transportation.

Bruce County has five FTE Income Support Caseworkers (ISC). Each ISC is linked to the main administrative office as well as to an Employment Resource Centre. Resource Centres are strategically placed throughout the County based upon caseload and accessibility. Each ISC manages their own cases and is responsible for monitoring participation of their respective clients as well as all administrative duties as assigned. Distance is a major consideration for many of our clients and lack of transportation limits client interaction with case managers. To facilitate greater worker/client interaction and to mitigate the travel implications, our office has offered house calls to clients that have mobility issues.

All verification interviews are completed at the Administration Building or at one of the Resource Centres. In all cases, mandatory clients are automatically linked to an Employment Counsellor.

Clients who present in a crisis are provided with immediate response. For individuals who are homeless, an arrangement is made with the Y Housing Program to have one of their staff meet with the individual immediately and provide emergency housing. Authorization of food or prescription drugs is completed at the intake screening if the Intake Screener has identified a need.

This office delivers all programs under the Ontario Works mandate in accordance with Ministry of Community and Social Services legislation. The Ontario Works Directives and the Ontario Works Act is applied when reviewing cases.

As part of our workload reduction strategy, annual case files reviews were suspended. As this department returns to pre-SAMS activity levels, bi-annual file updates have been reinstated. Due to an influx in Ontario Works applications, the responsibility of completing bi-annual reviews was transferred to the Eligibility Review Officer (ERO). With the implementation of the Eligibility Review Process (EVP), the responsibility for the bi-annual case file review is now the responsibility of the Income Support Caseworker

Intake Screening

Intake screening is provided through our central Administration office in Walkerton and by the online service. Individual's have the opportunity to determine their eligibility by accessing the Online Application for Social Assistance (OASA) or contacting the local office in Walkerton. When the individual contacts the local office and it has been identified that the individual needs to apply for financial assistance the call is directed to an automated voice system and he/she is informed of all the documents they will require to proceed with the intake. The caller has the option of returning to an Intake Screener and the intake is completed immediately. The screener follows the SAMS user guides and job aids to determine if the caller may have eligibility. Upon completion of the call, the caller is given an appointment time to meet with the Income Support Caseworker. Appointments are scheduled at one of four sites, depending upon the geographic location of the caller.

Emergency Assistance

Emergency Assistance is approved through the Income and Employment Supports Manager. Emergency assistance is reviewed on a case-by-case basis. The Income and Employment Supports Manager reviews the file to determine if emergency assistance is applicable. The Ontario Works Application Guide is followed when an individual applies for Emergency Assistance. Applying for emergency assistance is an option for individuals when they apply online. Having the option to apply online for emergency assistance has not increased the volume of these types of applications.

Eligibility

Income Support Caseworkers have the authority to self-approve applications for Ontario Works and benefits. Previously, no OW PDC cases were activated until the Caseworker's office day (one day each week in the main office). To reduce the number of days from application to processing the OW benefit, the Income Support

Caseworker activates the OW PDC case when all the information is received to determine eligibility. Workers who work from offsite locations now approve files daily and provide notification to the main office that a benefit cheque will process. Reducing the number of days from application to processing provides better customer service. Files are delivered to the main office bi-weekly for storage purposes.

Approvals and decisions required by the Income and Employment Supports Manager:

- Funeral applications
- Non-compliance issues
- Complex ineligible cases

Employment Counsellors have the authorization to approve the following benefits:

- Employment Related Expense
- Employment Start Up Benefit
- Full-time Start Up Benefit
- Employment and employment assistance activities benefit

Notices of ineligibility are sent to clients through the Income Support Caseworker or the Income and Employment Supports Manager. This office uses a combination of system generated or office generated letters to inform recipients of decisions that affect eligibility.

Eligibility Review/Family Support

With the exemption of child support effective February 2017 and with the retirement of the Eligibility Review Officer, the FSW and ERO positions were blended into one full-time position. The FSW continues to provide the same gamut of services as previous determined by the role. However, this office recognized that the need for the service might lessen, as clients are not mandated to pursue child support.

The FSW/ERO position is responsible for the EVP function and the staff member participated in the EVP roll out and the EVP training. The FSW/ERO position reports directly to the Income and Employment Support Manager. As Ministry initiatives are announced, this position may need to be reviewed to adjust roles and staff responsibilities.

The blending of the position will not compromise service to clients and this office will remain in compliance with the Ministry expectations of the ERO and FSW responsibilities.

Employment Assistance

All employable clients are referred to an Employment Counsellor. Individual participation plans are drafted based upon the skills, education and marketability of

each client. Each client participates in a personal interview with an Employment Counsellor. The Income Support Caseworker completes the initial assessment in SAMS, while an Employment Counsellor completes the MCSS Self-Sufficiency assessment. Based upon which factor is weighted highest, the Employment Counsellor will create an Outcome Plan tailored to the needs of the individual. The Employment Support Assistants (ESA) provide administration support to the Income Support Caseworker and the Employment Counsellors. The ESA's are knowledgeable in both the financial and employment assistance aspect of the Ontario Works program. Their duties range from navigating SAMS to determine the benefit unit status of a case to making direct referrals to job postings.

Innovation Fund Program/Community Participation

Participants are placed in community placements that provide opportunities to gain valuable experience, references and employment related skills, and support the community while increasing their employability. Participants in the program are supervised to complete services such as painting, basic carpentry, trail, gardens and park maintenance as well as other small services for non-profit organizations and lower tier municipalities. This gives the participants on-the-job practical training for unemployed people.

Income Support Supervisor

An Income Support Supervisor will be hired in 2017 with the savings realized from the blending of the FSW/ERO position and the elimination of the FTE Eligibility Review Officer position. Once recruitment is completed, the Income Support Supervisor will assume responsibility for the Income Support Caseworkers and will report directly to the Income and Employment Supports Manager. This position was necessary as we shift our model to provide improve services to the public. The position will monitor performance reports and may adjust the service delivery model to ensure optimum performance and compliance with provincial expectations. The Income Support Supervisor will be the lead trainer for SAMS and be the lead on social assistance modernization initiatives as assigned. The Income and Employment Support Manager will continue to supervise the employment program and employment staff.

Oversight Strategy

An outline of the oversight strategy in place to ensure that:

- *Delivery of Ontario Works is in accordance with legislative requirements, program directives and standards;*
- *Subsidy claims submissions are accurate, reflect actual expenditures provided to eligible persons and meet ministry expectations (as per the Subsidy Claims Guidelines); and*
- *Risks and areas for improvement are identified.*

The Ontario Works program is delivered in accordance with legislative requirements, program directives and standards.

Bruce County follows all of the processes as described in the Subsidy Claim Preparation Guide, except that we do not claim extra subsidy dollars on any variance (of 0.1% up to \$5,000) where the CMSM Expenditure Report is higher than the OW Monthly Cheque Register Report. We balance to the exact amount of our actual disbursements and receipts. The Subsidy Claim is prepared by a Financial Clerk, reviewed and approved by the Business Manager, and balanced to our financial accounting system by a Financial Analyst in Corporate Services before the Subsidy Claim is approved and submitted through SAMS for payment. Irrespective of the subsidy claim process, Bruce County remains accountable, as we have developed our own internal financial controls to ensure that payments are accurate, reflect actual expenditures provided to eligible persons, and meet Ministry expectations.

As new regulations are introduced, the Income and Employment Manager ensures that all memos are forwarded to the Ontario Works staff. The SA Digest is forwarded weekly to all Ontario Works staff; the Income and Employment Support Manager highlights applicable changes. As required, mini training sessions are scheduled to review the information. Ad hoc reports are directed to a variety of staff for review and to action depending upon the content. As applicable, all What's New releases are shared with staff and mini training sessions follow the release of each What's New.

As a way to minimize risk of unfair application of ministry policies, Bruce County will escalate items to the Program Supervisor for clarification or use the expertise around the BPT Working Group.

Risks and Areas for Improvement

- Build upon our relationship with the VPI to provide intensive wrap-around employment supports
- Analysis data from the SAMS Performance Reports and various SAMS report such as the CRS100, 880 and 310 to gauge service levels and to enhance decision making
- To intensify employment services for individuals by continuing employment workshops and increase referrals to the local literacy provider.

Analysis of Resources

An analysis of the resources (e.g. financial, staffing, community, etc.) required for program management.

The current staff complement remains unchanged overall from the previous cycle; however, the consolidation of the FSW and ERO positions into one FTE allowed for the creation of the Income Support Supervisor position.

- 1 FTE Income and Employment Support Manager
- 1 FTE Income Support Supervisor
- 5 FTE Income Support Caseworkers
- 2 FTE Employment Counsellors
- 2.75 FTE Employment Support Assistants
- 1 FTE Family Support Worker/Eligibility Review Officer
- 1 FTE Intensive Case Management Coordinator
- 3.5 FTE Intake Clerks
- 1.4 FTE Financial Clerks
- 0.90 FTE Business Manager
- 0.50 FTE Director

Overview of Learning Supports

An overview of the ongoing plan for the delivery and normalization of Supportive Approaches through Innovative Learning (SAIL) to:

- *Champion client-centered service delivery that is fair and equitable*
- *Build upon the skills, knowledge and performance of staff;*
- *Help achieve program objectives; and*
- *Improve employment outcomes.*

This office has adopted the “Bridges-Out-of-Poverty” and SAIL learning approach. This office believes in ongoing learning to improve supportive relationships with clients and stakeholders.

Staff participate in bi-annual internal training on a variety of issues. An internal staff training committee has been developed that ensures the training meets the needs of the staff.

Mental health issues are becoming more prevalent in clients that we encounter. Staff require unique skills to manage these caseloads. To better understand the issues related to these clients, staff would participate in workshops offered through the Canadian Mental Health Association.

Staff will participate in frontline training opportunities as they become available through Ontario Municipal Social Services Association (OMSSA).

Of significant concern to this department is the training of new hires. When new staff are hired, it has been necessary to rely on the generosity of the members of the Business Practise and Technology (BPT) group to assist with training. This provided a short-term solution to an immediate need but long-term solutions need to be identified. As such, the Income and Employment Supports Manager is chairing a sub-committee of BPT members to address the training needs of the Southwest Region. With the addition of the Income Support Supervisor, this will alleviate some of the

pressure for this office; however, this position will need the support of other trainers in the region. As a first step, an inventory of trainers in the Southwest Region will be compiled and shared with the BPT group. In the fall London Social Services, will host a Best Practise day with the support of the training committee, to highlight learning materials relevant to the training needs of SAMS.

Business Practices

A description of how any changes, if required, will be made to business practices to meet standards for performance to comply with program policy (e.g. developing local policies to support program delivery).

Throughout the business cycle, this office will review and evaluate our service delivery to align with social assistance modernization such as the blending of the FSW/ERO position. Any changes to service delivery will align with legislation and with the best interest of the client at the forefront. We will promote a modern, responsive, efficient, cost effective and sustainable delivery service system that is client centred and supports integration across programs.

Section 4: Outcome Strategies

Service Strategies

The current complement of employment staff and services is adequate to achieve success in meeting outcome targets as outlined below.

Link Strategies to Outcome Measures

Bruce County 2017-2018 Outcome Forecast

Measure	2016 Base Target	2016 Average	2016 Provincial Average
Average Employment Earnings	\$600.50	\$632.50	\$772.50
% of Caseload with Employment Earnings	18.69%	20.66%	12.22%

1. Average Monthly Employment Earnings per Case

Strategy

To increase the amount of reported earnings by engaging participants in more intensive case planning. Employment staff will illustrate how increase earnings will enhance life stabilization for individuals. Staff will promote the continuance of health benefits when one secures employment. As illustrated in the environmental scan approx. 21% of our caseload is reporting earnings,

however most of the reported earnings are from part-time and precarious work. The average monthly employment earnings per case is lower than the provincial average that is a direct result of the seasonal nature of employment in the County of Bruce.

Action Steps

To continue to provide employment assistance supports to individuals who are employable. Provide better resources for retaining employment such as mentoring and pre-employment workshops. To promote the benefits of attaining a Grade 12 diploma and to promote the tuition grant available through OSAP to further one's education. To recognize the lack of skills employers have identified and engage clients in soft skills training to obtain and retain employment

Required Resources

Internal staff will be used to deliver pre-employment workshops. As required, this will be outsourced at a minimum cost. Utilize the SAMS performance reports as a measurement tool throughout the cycle.

Stakeholder Linkages

To continue to refer clients to the Employment Ontario provider (VPI) and the Adult Learning Centre.

2. Percentage of Caseload with Employment Earnings

Strategy

To enhance employment assistance resources to participants who are most job ready. Employment Counsellors to continue to meet with clients on an ongoing basis to update the client's progress and to refer clients to resources available such as financial literacy, soft skills training and Getting Ahead. Encourage those who are deferred to participate in training and upgrading.

Action Steps

Continue to enhance our partnership with VPI to promote job placements with Ontario Works recipients.

Required Resources

No additional resources will be required.

Stakeholder Linkages

To continue to refer clients to the Employment Ontario provider.

3. Percentage of Terminations Exiting to Employment

This outcome was not weighted.

4. Percentage of Caseload Existing to Employment

This outcome was not weighted.

Addressing Service Gaps

1. Soft Skills

Soft skills are a combination of interpersonal people skills, social skills and communication skills that employers are reporting are lacking in employees leading to high turnover.

Action Steps

This office has collaborated with the Adult Learning Centre to offer soft skills training sessions. The sessions run for one week and cover the following topics; Communication, Team Work, Problem Solving and Professional and Skill Development

2. Assessment Tool

Although securing employment is the ultimate outcome, clients present with a host of barriers that must be addressed prior to the undertaking of a job search. As a means of measuring the success of a client, other than employment, an assessment tool is needed. The current MCSS assessment tool provides a snapshot of what a client's main barriers are at the time of the assessment such as life stabilization. An assessment tool is required to compare a client's progress after 6 months.

Action Steps

Employment staff are exploring options that currently exist and the Income and Employment Support Manager will be engaging the assistance of members of the Southwest Region Employment Manager Roundtable to develop an assessment.

3. Employment Ontario Provider

This office will continue to build relationships with the Employment Ontario provider at both the Management and front line level to improve the flow of information and data.

Action Steps

To provide a wrap around service for clients, the Employment Ontario provider schedules appointments with Ontario Works clients in the Ontario Works office. This provides for collaborative approach for the client and permits ongoing case conferencing with employment staff from both agencies.

Increased Employability Strategies

Many recipients of Ontario Works have significant barriers to employment. To minimize these barriers and support the transition to employment, Bruce County staff complete an extensive analysis of client issues. A comprehensive assessment is undertaken. It is the foundation for a participation plan that focuses upon the needs of the client. Factors such as education, work experience, job skills, addictions issues

etc. are explored and addressed through in-depth discussion with the client. Employment Staff concentrate on achievable objectives through analysis of employment barriers. The intent is to determine the best and most efficient direction for the client with the result of increased employability. Short-term education options, skills training, employment certification etc. are introduced into the formula to produce a range of opportunities for each client. Motivational interviewing is the foundation for influencing the client to move in the right direction. Motivated clients that are introduced to increased employability options are often successful when reintroduced to the job market.

Monitoring Service Strategies

Bruce County will monitor the outcome targets on a quarterly basis. When necessary, internal business practise changes will be implemented to align with the outcome targets as a means to reach the targets set in the Service Plan.



Committee Report

To: Warden Mitch Twolan
Members of the Social Services and Housing Committee

From: Christine MacDonald
Director of Social Services and Housing

Date: July 6, 2017

Re: Strategic Community Initiatives Grant Recipients 2017

Recommendation:

That the Strategic Community Initiatives Grant Recipients 2017 report if for information.

Background:

The Strategic Community Initiatives Granting Process is intended to contribute to the advancement of human services goals and priorities. Investments are targeted to community-based initiatives and services that complement the core services of the Social Services and Housing Department. The County of Bruce recognizes that by investing in community-based initiatives it will service to forward strategic goals, both economic and social. Additionally the investment demonstrates the County's commitment to strengthening the community's capacity to be responsive to changing needs and serves to leverage additional funding sources.

Staff administered a call for proposals at the April 6, 2017 Social Services & Housing Committee Meeting with a deadline of April 28, 2017. Three proposals were received in total. A staff panel reviewed and evaluated the proposals based on a standardized evaluation format that first considered if the proposal specifically expanded the capacity of the community to address gaps in services and/or unmet needs of low-income residents to strengthen the service system. If proposals met this criterion, they were then evaluated on whether they met the following criteria: alignment with corporate strategic values; responsiveness to community needs; included best practices/research; and lastly that the proposal was not a duplication.

Of the three proposals received and evaluated, all three met the evaluation criteria and they are the:

- Bruce Grey Data Information Sharing Collaborative - \$5,000;
- Bruce Grey Poverty Task Force - \$20,000; and
- Grey Bruce Task Force on Crystal Meth and Other Drugs - \$20,000.



Staff will specify in the acceptance letters the expected deliverables and reporting requirements. Staff will monitor the progress of the initiatives and provide report back on the outcomes of the funding. This will fully expand the granting funds available in the 2017 operating budget.

Financial/Staffing/Legal/IT Considerations:

The County of Bruce has been an expected to maintain community investments as a result of the Social Assistance Restructuring (SAR) Reinvestment. The SCIF grants contribute to the community investment made by the County of Bruce. In the 2017 approved budget, \$45,000 has been allocated for grants. There are no staffing or IT considerations associated with this report.

Interdepartmental Consultation:

Staff consulted with the Planning & Development, Corporate Policy Staff in the review and policy development for the Bruce County Community Grant Policy. This policy development identified a distinction between grants that are of a "Council Requests" versus a "Program Specific" request. SCIF is considered a "Program Specific" grant managed by the Social Services and Housing Department based on the committee approved process and application criteria.

Link to Strategic Goals and Elements:

Goal #3 - Find creative new ways to engage our public.

Goal #5 - Eliminate our own red tape.

Element E - Focus on the internal/external customer/client needs first.

Goal #6 - Explore alternate options to improve efficiency, service.

Element D - Coordinate working with other agencies.

Approved by:

Kelley Coulter

Chief Administrative Officer